

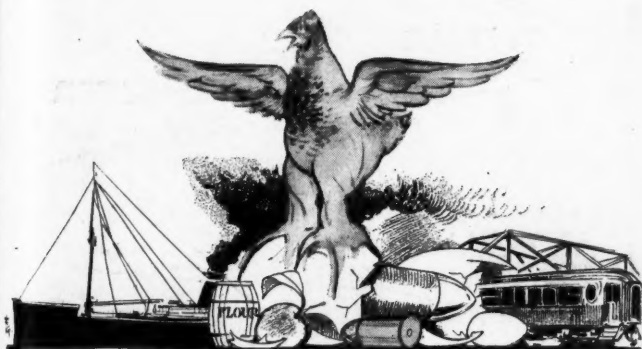
PRINTERS' INK

A JOURNAL FOR ADVERTISERS
12 West 12th Street, New York City

VOL. XCIV

NEW YORK, JANUARY 20, 1916

No. 3



It's Time the Blue Hen Cackled

Delaware, diminutive in area though she may be, is the first American state, because she was the first to ratify the Constitution of the United States.

"Delaware-Dover" used to sing-song the kids in geography class, back in the '60's. To this alliterative combination might be added duPonts and dynamite.

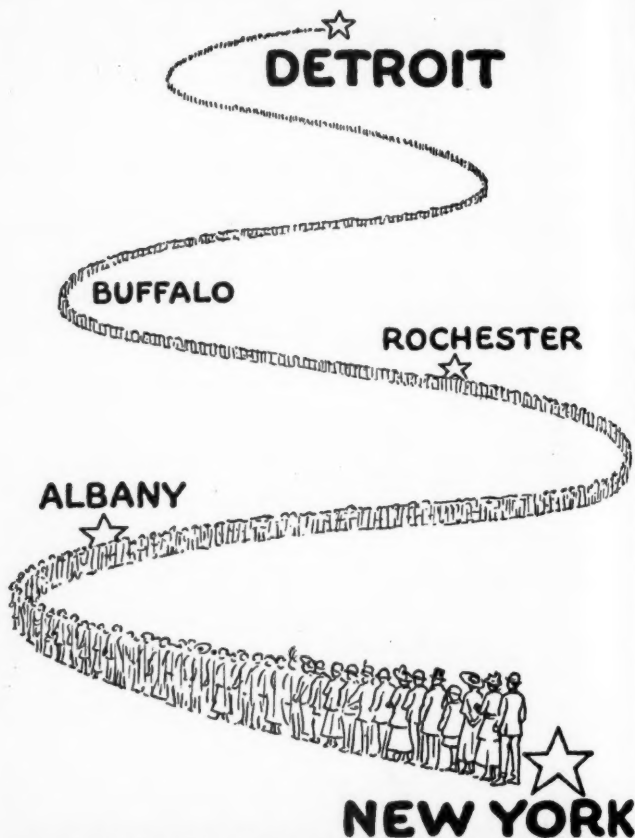
Delaware is full of duPonts. In Wilmington and its environs are the offices and a large portion of the tremendous plants of the duPont interests and the vast estates of the duPont family. DuPont dynamite and gunpowder are radically altering the earth's surface every day. The duPont products are in world-wide demand. They are playing a big part in the destiny of nations today.

Here is a great example of an aggressive, fore-sighted enterprise which quite naturally sees its

greatest activity when the dogs of war are unleashed. But the duPont people are not by any means dependent upon Mars for prosperity in their industry. They have gone to the American farmer with the message of dynamite for vertical farming and to the American sportsman to stimulate trap-shooting, which until recently was gradually becoming an almost-forgotten means of sport and recreation. Thus they have insured a steady demand for their chief products. Then, too, they are helping to teach the American people the value of such substitutes for leather as duPont Fabrikoid.

Wilmington manufactures vessels, cars, bridges, structural steel, fiber products, crates, paper, flour, cotton and woolen goods. Some of these products are advertisable in a large sense, some are not.

(The Ayer & Son advertisement is continued on page 187)



One day's traffic on the Interborough Subway and Elevated Systems of New York

On December 20th the passengers carried on these great rapid transit lines would have made a close-standing line stretching from New York to Detroit, a distance of 691 miles. The normal traffic is Two Millions *daily*, but on this particular day 2,468,970 *cash* fares were collected.

Was your poster or car card among those viewed by this vast *buying* population—concentrated in the richest retail market in the world?

ARTEMAS WARD

50 Union Square

Trading as Ward & Gow

New York

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N. Y., POST OFFICE JUNE 29, 1893.

VOL. XCIV

NEW YORK, JANUARY 20, 1916

No. 3

Nationalizing a Cigar by Zone Work with Exclusive Jobbers

Rapid Success of El Roi-Tan Due to Admixture of Buying Advantage,
Jobber Advertising and Dealer Cultivation

Authorized Interview with

R. M. C. Glenn and Anthony Schneider

Of Seidenberg & Co., Inc., Subsidiary of American Tobacco Company

IF your product yielded only a small margin of profit;

If it did not admit of satisfactory packaging and branding;

If you had to face stiff competition in every town from some or other of 17,000 competitors, many of them local and selling from their own retail stores;

And if, to crown all this, the industry as a whole were going back—whether temporarily or not, who could tell?—before the smashing attacks of two parallel industries—

How, in the face of all this, would you launch your national brand?

How would you push it?

How would you advertise it?

You could not answer intelligently without knowing the line and field in question. In this case, it is the cigar field. All of these problems and a few more faced two of the vice-presidents of the American Cigar Company back in 1908 when, both practical cigar men, and one an expert manufacturer, they organized a subsidiary company.

The situation just before this had been particularly auspicious. For several years past, cigar consumption had been mounting; faster than smoking tobacco and almost as fast as cigarettes. There seemed a splendid chance to get into a growing industry "right."

The present company was, moreover, itself a subsidiary of the

American Tobacco Company; was, in fact, its cigar department. That gave it a big advantage in the trade. There were already a number of other subsidiaries in the American Tobacco Company, but the feeling there was that there is always room for internal competition; it is better inside than outside. So no impediments were placed in the way of the new company. It was permitted to revive a good old name which had been lost in a previous merger. Under this name, it acquired a number of reputable brands, and it has since developed nearly 200 brands of its own.

Immediately after the company started, the complexion of the general situation changed color. The cigar demand, which had reached 7,302,000,000 in 1907, the year before, now fell off nearly a billion. At the same time smoking tobacco and cigarettes shot up. Apparently half a million or more smokers had become pipe or cigarette fanciers or had cut down on their cigars. The current had set in against cigars. It has not strengthened, but it has continued practically unchanged up to the present day.

That certainly was not a particularly encouraging state of affairs. But it had no power to dampen the ardor of the new cigar company. It intensified its problems, but made it all the more

eager to find solutions for them; it responded to the challenge. And now, eight years after the start, two of the young company's brands are leaders in their class, several other brands are up near the top and the company itself has become easily one of the most important companies in the whole cigar world.

ROI-TAN AND QUE PLACER

The new company is Seidenberg & Company, Incorporated, and the men responsible for it are R. M. C. Glenn and Anthony Schneider,

Glenn the other day. "We acquired a number of brands in various ways, but the real value was put into them after we got them. El Roi-Tan is a brand that goes back to about 1901. It was first made up by the manufacturing house of Gordon & Barrett, which lasted only a few months. Barrett's first name was Roy and Gordon's was Powhatan—generally shortened by the trade to 'Tan.' They put the two names together into 'Roi-Tan.' After changing hands once or twice, the labels fell into the hands of a cigar box manufacturer, were acquired by the American Tobacco Company and by it transferred to Seidenberg & Co.

"It is a fact that cigars are generally manufactured on a very narrow profit, much narrower than cigarettes, and that there are more than 17,000 cigar manufacturers in the United States. It takes a sizable plant to manufacture smoking tobacco; and cigarettes cannot any longer be manufactured very profitably by hand; but any cigarmaker with \$40 or \$50 can open up a shop in the

front of his tenement and sell cigars to the neighborhood, or manufacture for neighborhood or other distribution.

"Besides this neighborhood supply, the larger manufacturers distribute their brands over a State or section and they are often strongly entrenched against invasion. National brands are a recent and still comparatively rare development.

"Cigar merchandising is conservative. It differs radically from cigarette distribution. To make a success in it men must seemingly grow up in it."

Among large cigar manufacturers, the practice is to confine a line of goods to one or more jobbers in each territory, so as to get

*The
Perfect
Cigar*



EL ROI-TAN

The Cigar of Happyland

Such a smoke as you never enjoyed before. If you are looking for a comfortable session with the best of Havana, just smoke an El Roi-Tan.

Sold at the best cigar stands: Ten cents and up.

Wholesale: P. M. Seidenberg Company, Boston, Mass.



JOBBER WITH EXCLUSIVE TERRITORY ON ROI-TAN CAN AFFORD TO CAMPAIGN IN THE NEWSPAPERS WITH COPY LIKE THIS

who are, as said, vice-presidents of the American Cigar Company. The star Seidenberg brands are El Roi-Tan and Que Placer, both ten-cent cigars. The former is national, the latter entirely local to New York as yet. The Roi-Tan output is said to be approximately 125,000,000 a year. It is the recognized national leader in cigars. According to Mr. Glenn, more Que Placers are sold in the metropolitan section than of any other brand, 5- or 10-cent. That gives an idea of the Seidenberg quality.

Several five-cent brands have a wider distribution and are heavy sellers.

"We didn't pay a cent for good will when we started," said Mr.

The
BO:
Allis

Unparalleled Purchasing Power

During three months only (from date of issue, Oct. 1st to Jan. 1st, 1916) more than 4,300 concerns, with aggregate capital exceeding Nine Billion, Five Hundred Million Dollars

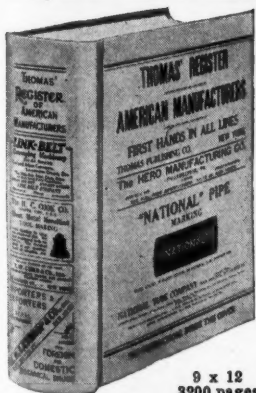
\$9,500,000,000.00

bought the 7th Edition of the Thomas Register for use as their Purchasing Guide—not one free subscription. **ALL PAID.**

Circulation Audit by "A. B. C." applied for and promised about Feb. 1st.

They buy this Register to tell them who makes anything that they may require, and they never look elsewhere any more than the man with the telephone directory at hand will search elsewhere for information naturally to be found therein. **Representation in this Register offers the only possible way to secure the attention of this most important aggregation of buyers in the U. S. at the most important time, i. e., the time when they are buying.**

OFFICIAL REGISTER OF THE AMERICAN MANUFACTURERS



It instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000. It gives the home address and branches of each. It shows the approximate capital invested by each by a size classification ranging from \$500 to \$1,000,000. It instantly shows who makes any special brand or trade name. Many other valuable features.

We aim to list every manufacturer free of charge and regardless of patronage. At reasonable rates we publish, in addition to the name, descriptive matter, extracts from catalogues, circulars, etc. Such matter printed under appropriate classifications in this work, is **PERMANENTLY RECORDED** in thousands of places where buyers look, and will be read by the **RIGHT PEOPLE at the RIGHT TIME**, i. e., Large Buyers, at the time when they want to buy. It attracts *first* attention, and furnishes the Buyer detailed information that he wants but cannot get from simply the name of the manufacturer. It costs less than to mail a one-cent circular to each user of the Register.

300,000 Names, \$15.00

1271 American Manufacturers published such matter in the 1915 Edition.

INFORMATION HEADQUARTERS FOR LARGE BUYERS

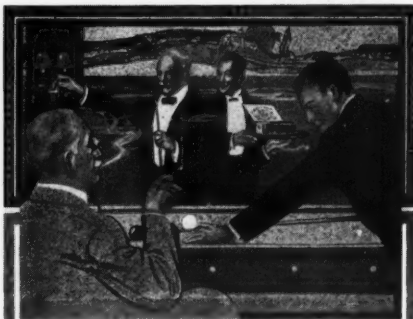
Thomas Publishing Company, 134 Lafayette Street, New York

BOSTON: Allston Station **PHILADELPHIA:** Land Title Bldg. **CHICAGO:** 20 W. Jackson Blvd. **SAN FRANCISCO:** 311 Cal. St. **LONDON:** 24 Railway Approach

a positive jobber-activity behind it. Some manufacturers also sell direct to large retailers. A few have made the mistake of confining their line to one or more retailers in each locality.

CONFINED LINE TO JOBBERS

Mr. Glenn followed custom and confined his line to jobbers, but not always to those in the distinctively tobacco and cigar line.



Just as you judge a man by those with whom you see him, so—you know a cigar by the men who smoke it. In every place where gentlemen foregather, there are lovers of

EL ROI-TAN

Life is full of good things. Culture is the ability to perceive and appreciate the good. Men of discernment smoke EL ROI-TAN, because it is a cigar that furnishes comfort with refinement, and pleasure without repentance.

Mr. Cigar Dealer, why not let every customer—present and prospective—know that you sell Roi-Tan? Why not feature something that is so grettily in demand? Put a full row of Roi-Tans in your case—then keep track of your sales.

TRADE-PAPER COPY SUPPORTS IDEA OF QUALITY WITH FULL PAGES

Some of the most energetic cigar distribution is being done by wholesale grocery houses and Mr. Glenn picked a few of these. He did not go too fast, only so fast as he could get the right house, develop a staff of salesmen to co-operate with them, and educate their forces on his brands. In eight years, he has covered only three-fourths of the country, but he has covered it right. He has 100 jobbers in all. Some of the territories have two jobbers, but not for Roi-Tan. The second job-

ber carries other Seidenberg brands.

"This is partly attributable to an early experience," said Mr. Glenn. "A personal friend of mine, who had joined a large grocery jobbing house in the Northwest, introduced Roi-Tan into that territory and pushed it. Afterwards he left the jobbers to set up for himself. I could not turn over Roi-Tan to him, but I gave him other Seidenberg brands to push. In some other sections also we have a second distributor, but never more than two, except in the metropolitan district, where we have three, though Roi-Tan is handled by only one."

In the trade, the Seidenberg Company has a reputation of being very "choosy" in picking its connections and of being willing to wait a long time to get the houses it wants.

Securing the distribution was, of course, only the first step in promotion in any territory.

"It is an old story in the tobacco trade," said Mr. Glenn, "that you cannot depend upon jobbers to get the most out of your brands, even when they are the most enterprising and you give them the inducement of exclusive

territory. They will give all the attention possible or natural to them, but there is nothing automatic about it. You have to furnish some of the power yourself, have to initiate the impulse, educate the salesmen to the merits of your brands and speed up the sales.

"It is important to furnish help all of the time, but even more important at the start. I would first explain the Seidenberg story to the jobber's men. After that, our salesmen would take over the re-



IN THE WEST IT'S RED CROWN

THE Red Crown Sign on a garage means much in the way of confidence to the western motorist.

A quality product, and quality advertising have been instrumental in developing what had hitherto been considered impossible—the demand, by name, for gasoline.

The H. K. McCann Company has played a considerable part in the advertising of Red Crown Gasoline.

If you contemplate extending your markets, this agency, national in scope, with offices in New York, San Francisco, Cleveland and Toronto, and equipped with a comprehensive knowledge of selling conditions all over this country, can surely help you.

"We Have A Man Who Knows" is a book describing our organization and methods. May we send it to you?

THE H. K. McCANN COMPANY
NEW YORK CLEVELAND TORONTO
SAN FRANCISCO

AT NEW YORK: 61 BROADWAY

sponsibility, would go out with the jobber's salesmen, work with them and turn over orders to them, introduce them to the trade when necessary, and help establish local connections everywhere. We have more salesmen in some territories than in others, according to need.

"This is the important work. Our salesmen, like many other cigar salesmen, are high-grade men who have an intimate knowledge of their field and are able to cultivate a personal acquaintance with the dealers.

"All houses strive to get as large orders as possible, and the practice of giving rebates or discounts of from one to three dollars per thousand on drop shipments is common, although not quite universal in the cigar trade. The more popular a cigar is, the easier it is to do it with satisfactory results. It has helped Roi-Tan.

ADVERTISING AT SOURCE OF SALES

"Practically all of our advertising expenditure is directed at the source of cigar sales, namely, the dealer's store. We have had a good line of window display, but we have generally aimed to give the dealers something that would add to the beauty and attractiveness of his store, that would be noticed by the customers and be appreciated by the proprietor, such as the art-glass panels and canopies over mirrors and lighting stands that we have given to some stores, artistic signs, pictures, etc. There is a touch of similarity running through everything we put out that suggests Roi-Tan by its appearance and suggests every other of our advertising devices.

"In the beginning we had some very handsome lithographs in color, appropriately framed, that could be hung up on the wall or put in the window and illuminated. Dealers were very anxious to get hold of them, but they were too expensive for us to use in large quantities and generally we could not persuade the dealer to let us move them along. Each wanted to hold on to the one he had.

"We supply the usual dummy boxes for making window displays and follow the custom of supplying jobber's salesmen with photo-

graphs of designs which can be made out of these boxes and the window cards we provide.

"Novelties are very popular in the cigar trade and we give our share of them, to retailers, jobbers and consumers. Our salesmen always carry a pocketful of one kind or another to hand out to smokers they meet who are or might be interested in Roi-Tan. One of the best we have, and have used for years, is a trick cigar cutter, which can be opened easily by the initiated, but baffles those who haven't found out. That makes fun and talk for Roi-Tan.

"One other thing we do is perhaps the most important of all methods to help and please dealers. This is to accommodate the product and the package to local tastes and demands. Cigarette and tobacco manufacturers have no such problem. It is one which apparently can only be met by having your own men on the spot. No two localities are exactly alike and the differences cannot be learned from correspondence with dealers or jobbers.

"In the first instance, the differences relate to packing the brand. Some localities want their cigars in boxes of 25; others in boxes of 50; others still in boxes of 100.

CIGARS OF MANY SHAPES

"Again, there is what is commonly known as a great variation of taste and preference with respect to the shapes and sizes of cigars. Some of these shapes are demanded by the trade, others are devised by the companies themselves to give distinction to special brands, and others apparently are gotten up by Spanish workmen in the factories for no particular reason at all, except to make a new distinction. But they get a start in different territories and finally become fixtures which cannot be displaced without some trouble and possible loss.

"We advertise 52 different shapes in Roi-Tan, but that is less than half of the real number. We have exactly 107. Many of these require boxes of different dimensions and the whole thing in one sense is a great nuisance, which

The Capper Farm Papers in December, 1915, carried 51% more advertising than in December, 1914.

—partly due to general improvement in business;

—partly due to especially good conditions in the Capper territory;

—but more especially due to the fact that these five good papers have been *paying* advertisers—paying to a degree most gratifying to advertisers and publishers alike.

The proof of the pudding, gentlemen!

An analysis of territory covered, of circulation methods and of editorial content may enable you to put your finger on the particular reason why they pay.

That's interesting and valuable.

But the big thing is: They are bringing gratifying results.

Get the business; eat your pudding and theorize about it afterwards. It's business that you want.

The Capper Farm Papers

Missouri Valley Farmer.....	500,000
Farmer's Mail and Breeze.....	105,000
Missouri Ruralist.....	85,000
Oklahoma Farmer.....	75,000
Nebraska Farm Journal.....	100,000

Arthur Capper Publisher.

Topeka, Kan., Jan. 1, 1916.

MARCO MORROW, Director of Advertising.

Chicago, Mallery Bldg.....J. C. Feeley	St. Louis, Chemical Bldg., C. H. Eldredge
New York, Flatiron Bldg..W. T. Laing	Omaha, 1st National Bank Bldg., J. T. Dunlap
Kansas City, Graphic Arts Bldg., R. W. Mitchell	Oklahoma City, Colcord Bldg., M. L. Crowther

adds to the cost. On the other hand, it is also service and we have turned it to advertising use by featuring the 52 different shapes we are willing to confess to."

The company does practically no space advertising beyond a few hundred dollars a year spent in the trade papers; no advertising, that is to say, outside of its window displays and novelty advertising. But it may, nevertheless, be fairly classed as a national advertiser, because Roi-Tan is a national brand and the jobbers do advertise it in each section, that being part of the understanding on which they are selected. Some use newspapers, some painted signs, street-cars, etc.; one grocery jobber uses his house-organ as well.

TOTALS UP HEAVY PUBLICITY

In the aggregate, this amounts to considerable publicity, and taken in connection with the pressure put upon the dealers by the jobbers and the house's own salesmen, constitutes probably a greater promotional power than is being put behind any other ten-cent cigar. It goes a good way toward helping to explain Roi-Tan's success.

But it does not wholly account for it. Essential credit also must be assigned to the buying of raw material.

Every manufacturer has a short and easy way of accounting for his success. "It is the quality of our product," he tells you. If he is a non-advertiser, he will probably tell you that he puts the money he "saves by not advertising into the quality of the goods."

It goes without saying that no product could possibly secure a large distribution and repeat sales without having quality. It is the popular taste that makes quality, in this restricted sense. And that being so, most of us in the advertising business believe that national advertising as a means of popularizing the product is the greatest inducement of quality there is.

Success in the case of El Roi-Tan is partly explained by two

facts: approximate continuity of quality of tobacco through good and bad tobacco years, and the successful combination of two kinds of tobacco, shade-grown Porto Rican leaf as wrapper, with selections of Vuelta Abajo Havana leaf as filler.

QUALITY OF TOBACCO YIELDS DIFFER

Now, the quality of tobacco, as George J. Whelan told PRINTERS' INK several years ago, is the most variable of variable things. It is never twice alike in the same territory, or even in the same field. Every difference in moisture or heat affects it in some way. One good year may be followed by two or three bad. Consequently, it is a very difficult matter to keep the quality, or what is the same thing, the taste or aroma of a brand the same all the time. You couldn't contract with certain growers to take all of their output and then make a formula that would be good for even two seasons. The best districts of Cuba may be producing tobacco actually inferior to what some lone patch of a few acres in Santo Domingo may be doing.

So it is a matter of new selection or blend all the time, with Roi-Tan as with other cigars. Mr. Schneider is the man who makes the blends for Roi-Tan.

But while there are variations from year to year, the same grades do, of course, come back again and again, sometimes the next year, never longer than three or four years apart. It is evident that anyone who buys in the good years in quantity large enough to carry over the bad years will have the great advantage of being able to keep his brand unchanged.

CAN STOCK HEAVILY

Many manufacturers of expensive cigars do that now, but their outlay on these brands is small. Very few manufacturers of the popular brands sold in large quantity can do it, and Seidenberg & Company are among the few. By keeping sufficient stock of the proper leaf on hand, they can keep the brand, if not of exactly the same grade and flavor, still less

THERE are two classes of women—those who go to the matinee first and buy flannel for the baby in the rush half hour before the shops close, and those who choose and pick the flannel first—and then go to the matinee if there is time. Which class do you suppose will read *The Housewife's Baby Number* in June—and which one would you prefer to reach?

THE HOUSEWIFE
NEW YORK

changed than most other cigars.

"When it comes to wrapper leafs," said Mr. Glenn, "the company claims another advantage. As you may know, some cigars burn down along one side, or down in the middle, or choke and won't draw. There are various reasons for this, but a good wrapper will do more than any other one thing to make the cigar burn right.

"This company has thousands of acres of its own wrapper tobacco under cloth in Porto Rico. Only one or two other companies can afford to do this, although many others claim to be doing it. So that is another advantage over most competitors.

"There are many different kinds of wrappers and other manufacturers claim advantages for their own kinds. El Roi-Tan was the first popular cigar to be put out in shade-grown Porto Rican wrapper. Many others followed, but Roi-Tan is the only one that has been able to stick.

SUBSTITUTION ON PACIFIC COAST

"As soon as a cigar becomes popular, many other manufacturers copy it in shape and color, but it is not so easy to copy its aroma and taste. A year and a half ago, when our distribution reached the Pacific Coast, we found there had been a number of substitutes which had been represented as being the same as Roi-Tan, but they had all died off. The substitution hurt us to some extent with the dealers, but it helped us with the jobbers, because the jobbers knew that our cigar must have been a winner to have been copied so widely, and they wanted to get hold of it. Other manufacturers have sometimes managed to duplicate it, but not at the price, and therefore could not continue to manufacture it as a commercial proposition."

Now, here is a cigar that is being advertised into national distribution, not so heavily now as it will doubtless be later. A few others out of a score or more of national brands are being similarly pushed in magazines, news-

papers, outdoor display, street-cars, etc.

Why is it that more are not advertised? Why is it that cigar manufacturers generally do not believe in advertising? And why have not cigars been advertised as extensively, with as great success as cigarettes?

Mr. Glenn says that the margin of profit is generally not enough in the cigar line; and that cigar manufacturers cannot raise prices and that most of them prefer to "put their money into quality rather than advertising." Other manufacturers say that the cigar smoker is not hasty to change his brands and is more satisfied to stick. Another points out the competition in every town, the 17,000 factories. Still another finds nothing distinctive to advertise; says that all cigars are much alike; that the band does not furnish a sufficiently compelling brand, like the cigarette-box.

REASON WHY OTHERS ADVERTISE

But the small margin of profit is the very reason why some manufacturers in other lines have been driven to advertise. And advertised goods are not goods out of which the quality has been taken. Quality is apt to increase with an increase of sales. The struggle in the cigarette fields is for future good will, instead of merely present sales. That may be causing more advertising than is good for any one concerned, but it seems to be unavoidable, and in the long run it may yet prove an economy.

Again, profit is to be looked for not only in the individual margin, but in the *turnover*: increased volume of business helps to reduce unit cost.

Supposing the cigar smoker is more loyal to his brand than the cigarette smoker, isn't that the best possible condition for advertising—especially for the *first* advertiser?

Still again, local competition has not prevented the rise of national brands. They have made their way in spite of it.

The best goods in the world
(Continued on page 141)



11 EAST 36TH STREET
NEW YORK

KLEINERT

*Dress Shields and other
Kleinert products are
advertised through the
CHELTENHAM
Advertising Agency.*

In Line with
THE RED BOOK MAGAZINE'S
*Policy of presenting the work
of the Greatest Writers*
Announcement is now
Made that
COSMO HAMILTON

and dramas, has been added to

*and dramas, has been added to
its list of famous contributors*



*His new novel "The Sins
of the Children" will
begin in an early issue*

Today's Brass Tacks Talks

The oldest manufacturer and advertiser of toilet goods in America and the largest in the world, Colgate and Company, has for some years recognized the substantial service performed by what is called the "small town" magazine. For each of three consecutive years, ever since Today's Magazine was first employed, Colgate and Company have substantially increased their investment in Today's Magazine.

Frank W. Nye

COLGATE'S

Teaching Correspondents to Write Better Letters

By H. McJohnston

"I WILL teach them to write letters that will pull like mine," said the new advertising manager to the president of his concern, about two years ago.

"It can't be done," was the president's answer. "You can't teach the art of letter-writing. It's either in a man or it isn't."

He was speaking of ten sales correspondents whose work was slumping in results.

However, this advertising manager—he prefers to be the silent partner in this story, so we'll call him Mr. Smith—has succeeded in coaching his ten ordinary correspondents into ten star sales correspondents. How?

In the first place, three of the original ten were weeded out as poor timber. Two of them lacked a well-developed sense of honesty and truthfulness. The other seemed to be naturally devoid of sympathy and tolerance. Smith did not think that he could teach young men these necessary virtues. Such qualifications were the result of years of the right kind of home training.

In the second place, Smith decided to make use of the idea that self-training is the best kind of training in salesmanship, and that experience is the best basis of self-training. It was his job, therefore, to make available the means of self-training for his ten men, and to get them interested in taking advantage of the means.

ANALYSIS OF GOOD AND BAD LETTERS

Smith knew more or less definitely why his own letters pulled better than those of the men under him, but he did not therefore make the mistake of lecturing to his men concerning the errors of their ways of writing letters. Rather, he encouraged them to discover for themselves what were the differences between letters that get results and those that don't.

His encouragement took form in an hour's meeting held once a

week for the purpose of finding out *definitely* why some of their letters made good while others failed. He wanted them to develop a practical interest in the big word "why." Smith believed in finding out as definitely as possible why certain letters make good and why certain other letters fail to make good. This practical question habit had been the main factor in his own development as a writer of uniformly successful letters.

On an early day each week Smith placed in the hands of each correspondent a set of three or four successful letters and a set of unsuccessful letters, together with complete information about each case. Each man was asked to study the letters before he came to the meeting and be prepared to tell why the letters in one set had failed and those in the other set had succeeded in their missions. All the men received the same sets of letters; and the letters were always selected from the work of the ten men.

Smith said that he was careful to make the men feel that he was not in the meeting as a teacher, but that they were all there to think together; that each man was there to give himself as much help as possible and to get as much help as he could from the others in his effort to make himself into a more effective sales correspondent.

After two years of these meetings Mr. Smith said that each one of his ten correspondents was writing better letters than he himself wrote two years before. Asked concerning details of the general improvement, Smith pointed to the following results:

Most important, each man became a serious student of the art of letter-writing. Whenever a letter failed, the writer patiently reviewed the case in an effort to find out why. This was the right attitude toward the work. Each man was willing to learn. There-

fore, every day's experience yielded each man a great deal of good training.

It was found most frequently that letters were ineffective because the writer lacked knowledge of certain necessary and available facts concerning conditions within the addressee's business. In fact, nearly all the failures could be traced directly to the writer's lack of information about the reader, or to his failure to take advantage of all his knowledge of the reader.

The men became more careful readers of the letters they answered and were always on the lookout for information that gave them a more accurate and concrete picture of the addressee. They became eager to take advantage of every scrap of information that was available. Yet they wrote as many letters as formerly. They lost less time because they were more interested in their work. They kept at it more vigorously and constantly; and they learned the value of concentrating on one case at a time until it was finished.

A comparison of letters written three years ago with those written recently by these men show striking differences.

Numerous general statements characterize the old letters, such as, "You could not invest money right now to better advantage," or "You will not deny that it is better to consider the future in this matter as well as the present"—a lot of so-called "you" stuff coupled with general statements, which is the worst possible combination if the writer looks at his letter from the reader's point of view. Fully half the old letters were composed of statements which were either already better known by the reader than by the writer, or were true only in part—which is the case with nearly all general statements, and is one important reason why general statements are likely to be ineffective.

In contrast with these old letters, the current letters contain facts, facts, facts, specific and concrete statements, and proof of these statements whenever proof seems to be necessary; and,

strange to say, the word "you" is not used very much.

THE INTIMATE TOUCH

"And why use the word 'you'?" asked Smith. "Every time 'you' appears in the letter it is a warning that the reader is going to be told something about himself, which something the said reader is nearly always in position to know about much better than the writer of the letter. We soon learned that there is a big difference between the real meaning of the so-called 'you attitude' and the use of the word 'you'—that, in fact, the application of the excellent idea involved in the 'you attitude' is most frequently violated by using the word 'you.'"

"As an example of the pernicious influence of this little word, just read the ending of this otherwise excellent business editorial," said Smith as he pointed to a business editorial published in a big city daily and written by a well-known Western advertising man. The editorial ends like this:

"What's the use of going further? You've got the idea.

"But bear in mind, destructive selfishness is fatal. Only constructive selfishness builds skyscraper business."

"Now what is likely to be the subtle effect of that 'you' ending?" Smith asked. "To many men, who had the idea before reading the editorial, this ending is slightly offensive, notwithstanding the fact that the idea in question is worthy of being recalled to mind frequently. And why tack on the last little sermon paragraph? It seems that nearly every time a salesman resorts to the use of the word 'you' he is likely to make the reader feel like one who is being taught his lesson in school—and often by a teacher who knows less about the subject under discussion than does the pupil.

"This antipathy against the use of 'you' is not a theory on my part, either; it is a direct result of our letter conferences, where we always take up matters of actual experience. We have taken up this point with customers and with prospects, and we are convinced that many a letter falls

down because the writer takes unwarranted liberties with that sensitive little word 'you.'

"We all know," Smith continued, "that hundreds of form-letters these days contain a liberal sprinkling of 'yous,' especially in the first paragraph; and as a rule the letter tells the reader something about himself which he knows better than does the writer. We find that it is much more effective to try to give the reader in the first paragraph some real news or a particular bit of information which is readily associated with the reader's sense of self-interest—usually an impersonal statement of facts or facts which would cause the reader to want to read on.

"Contrast these two opening paragraphs:

"1. 'You judge people by the clothes they wear, don't you? So do others.'

"2. 'Five years ago I was in line for the job of assistant buyer in my department, but I lost out to a less able man—who spent twice as much as I did in order to keep up a good personal appearance.'

"There's nothing remarkable about that second opening," said Smith, "yet it makes a concrete appeal to the reader's self-interest, and it is much better than the general statement, coupled with the presumptuous 'you' in the opening of the other letter."

LETTERS DON'T URGE ACTION TOO STRONGLY

Smith also pointed out that recent letters in their files show less urging and more willingness to let the reader make up his own mind; yet they show greater eagerness to be of real help to the reader.

"This tone of desire to be of real service does much to make the reader feel that he is reading a very courteous letter, and without the use of bowing and scraping phraseology which many superficially courteous letters contain," said Smith. "A genuine spirit of service makes the writer unconsciously courteous and tactful—which is the only kind of tact that is sure to get by."

But perhaps the one thing of

greatest importance that these men learned as a result of their conferences was the necessity of acquiring ability to get out of themselves and into the shoes of the readers of their letters. Smith agreed that this old idea is the most fundamental requirement in writing a successful letter—"and perhaps the most difficult requirement in the art of salesmanship," he added. "The man who has ability to see himself and his business and his proposition as the reader sees him is rarely found. But this ability can be developed. A realization of the importance of possessing ability to see from the other man's point of view is the first step. My men deliberately try to grow more sensitive as to just exactly how what they say in their letters is going to impress the readers.

"Yes, they would agree that power to appreciate the buyer's point of view is the dominant principle of salesmanship. We all agree that this power is what is really meant by the so-called 'you attitude.' How can we better get the point of view of the people to whom we write? is a perennial question with us. I know the idea is not new, but it yields to none other in importance as a fundamental principle of selling.

"Suggestions which help us get the buyer's point of view are always in order, and we get into personal touch with typical prospects as often as we can. We have compiled a list of resistances to our proposition and together have worked out the best ways of meeting them; and we have compiled a brief list of general characteristics or standards that apply to all our letters; but by far the most important results of these conferences are the ways in which we help each other get hold of information and ideas which give us keener appreciation of the point of view of the readers of our letters—which enable us to get the right kind of 'you attitude' into our letters."

Paul Burger, formerly with the *Commercial Vehicle*, *New York American*, and *New York Sun*, has joined the advertising department of *Harper's Weekly*.

W. M. Shuster President of Century Co.

W. Morgan Shuster has been elected president of the Century Company, New York, to succeed William W. Ellsworth, who withdrew from the company recently. In company with George H. Hazen, treasurer of the company, Mr. Shuster has left for a pleasure trip to the Philippines. He was a member of the Philippine Commission under President Roosevelt, with the portfolio of Public Instruction. Mr. Shuster attracted world-wide attention to himself some four years ago while he was Treasurer-General of Persia. In that office he put through a remarkable system of fiscal reforms. Shortly after his return to this country he was sent on a special commission to South America in the interests of the National City Bank. For two years he has been business manager of the Century Company.

Harold C. Howe Editor of "Housewife"

With the April issue of the *Housewife*, published by the A. D. Porter Company, New York, Harold C. Howe becomes editor. For two and a half years he has been associate editor of the *Pictorial Review* and before that he was subscription manager. Before his association with the *Pictorial Review* Mr. Howe was with Doubleday, Page and Company for a number of years in the editorial, art and manufacturing departments.

Percy Owen Retires

Percy Owen has retired from active participation in the administration work of the Saxon Motor Car Company. He has been in charge of distribution, supervising the sales and advertising departments.

Although relinquishing his active work, Mr. Owen retains his office as vice-president and member of the board of directors of the company, of which he was one of the original incorporators and in which he still retains a large stock interest.

Paul R. Kuhn With Mahin

Paul R. Kuhn, for several years with the Nichols-Pinn Advertising Company, of Chicago, has joined the Mahin Advertising Company, also of Chicago.

In his association with the Mahin company he will plan and write motion-picture campaigns. Among his first efforts will be a campaign in behalf of a new motion-picture novel by Rupert Hughes, in which Billie Burke and Henry Kolker will be featured.

C. H. K. Curtis a Poor Richard Officer

Cyrus H. K. Curtis has been elected vice-president of the Poor Richard Club Philadelphia, to fill the vacancy caused by the death of W. Atlee Burpee.

S. R. Latshaw Addresses Ad Club

S. R. Latshaw, of the Butterick Publishing Company, addressed the Rochester Ad Club on January 13. His speech followed an address by Henry D. Estabrook, of New York, whose subject was "Business and Politics."

Mr. Latshaw, speaking on the general subject of "Advertising," quoted authoritative statistics to show that in the whole United States there are but seven million families whose average income, education, and mode of living qualify them as good prospects for nationally advertised goods.

He said that these seven million families are able to speak and write English, have incomes of \$600 and over, and dwell under comparatively advanced living conditions.

The speaker emphasized the importance of the woman as the purchasing agent of the home.

Advertising, said Mr. Latshaw, tends to raise the standard of living in the home circle. When a new product, which is obviously an improvement over old products of similar nature, is given publicity in the magazines a new desire is immediately created for that new product. By means of this newcomer a woman's work is lightened; the home life becomes more pleasant; or her family experiences a new sensation; or an economy is introduced into the home. And so advertising of articles of merit is justified.

Waldvogel General Manager Yale & Towne

E. C. Waldvogel has been appointed general manager of the Yale & Towne Manufacturing Company, New York. In addition to the regular duties belonging to the office he will have general supervision of all sales, domestic and foreign.

Mr. Waldvogel has been connected with the Yale & Towne company for eleven years, having filled successively the position of traveling salesman, sales manager and assistant general manager.

Representatives Club Will Have Banquet

The magazine representatives are making plans for their annual banquet to be held Friday evening, January 28, at the Hotel Knickerbocker, New York.

Among the speakers will be: Gerald Stanley Lee, author of "Inspired Millionaires" and "Crowds"; Frank Croninshield, editor of *Vanity Fair*, who will speak on "Capitalizing Romance"; and Isaac F. Marcossou, who will discuss "War and Business."

In addition to the formal addresses, there will be an "advertising vaudeville."

The name of the advertising art organization of Amsden & Fichtner, Cleveland, has been changed to The Amsden Studios.

POWER

Will Publish
Its Annual

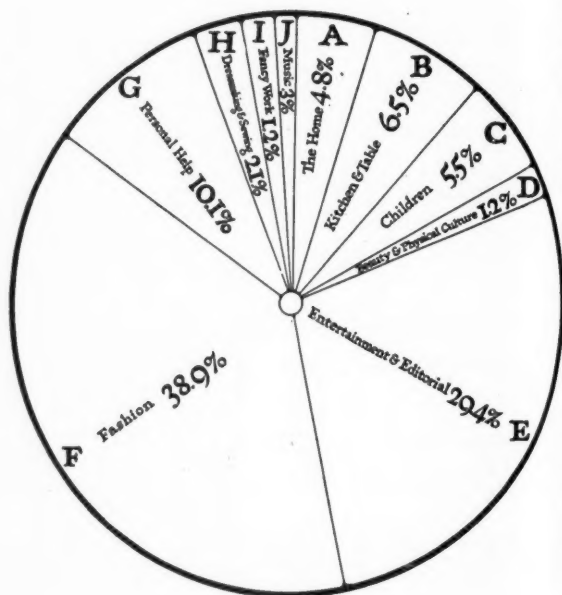
Jobbers Issue February 29th

Get copy in early
to insure proper
classification.

Power is one of the five Hill Engineering Weeklies published at Tenth Avenue and 36th Street, New York City. The others are *The Engineering and Mining Journal*, *Engineering News*, *American Machinist* and *Coal Age*. All members of the A. B. C.



Analysis of Reading Matter
During 1915 in
The Butterick Trio



A-
 B-
 C-
 D-
 E-
 F-
 G-
 H-
 I-
 J-

Total
 Total
 Total

B

Know
 w

- A—THE HOME**—Its design, construction, decoration and furnishing; including articles on the garden and home grounds. *Agate Lines, 49,621*
- B—KITCHEN AND TABLE**—The purchase, preparation and serving of food; furnishing and economical operation of the kitchen; running the laundry efficiently. *Agate Lines, 67,488*
- C—CHILDREN**—Their physical, mental and moral development, and their amusement. *Agate Lines, 57,355*
- D—BEAUTY AND PHYSICAL CULTURE**—Care of the complexion, the teeth, the hair; weight reduction and home exercises. *Agate Lines, 12,660*
- E—ENTERTAINMENT AND EDITORIAL**—Fiction, poetry, editorials and special articles of a news and general nature. *Agate Lines, 306,147*
- F—FASHION**—The presentation in word and picture of the practical developments in the world of dress; showing the monthly progress of style, in designs which the reader can herself reproduce through Butterick patterns. *Agate Lines, 404,189*
- G—PERSONAL HELP**—Learning and earning suggestions, etc.; social welfare; gift suggestions; clubs for women and children; social etiquette. *Agate Lines, 104,687*
- H—DRESSMAKING AND SEWING**—Practical aids to proficiency in all kinds of utilitarian needlework. *Agate Lines, 21,600*
- I—FANCY-WORK**—Embroidery; knitting; crocheting, etc. *Agate Lines, 12,382*
- J—MUSIC AND MUSICAL TOPICS**—*Agate Lines, 3,125*

Total Entertainment, etc. 306,147 Agate Lines or 29.4%

Total Service Matter . . 733,107 Agate Lines or 70.6%

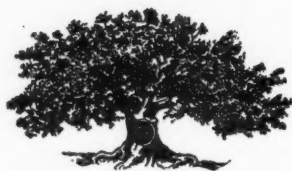
Total Reading Matter for the Year, 1,039,254 Agate Lines

Butterick

The Delineator
The Woman's Magazine
The Designer

Known to advertising men as The Butterick Trio,
with a guaranteed circulation of 1,400,000





Unlike any other paper"

"How Confidence Grew"

A 32-page Book

Here is the new book which tells all about the first beginnings of the "Truth" movement in advertising.

Many of the facts have been presented before, but here in this new book the whole story is assembled—new faces are presented, and some of the old ones dropped.

As everybody knows, The Farm Journal printed the very first "Fair Play" notice — beginning in 1880 and running along very lonesomely until 1897 when other papers got a line.

Many changes have come about in guaranteeing

advertising—some papers are dropping their notices, others are making qualifications, others are evading the issue.

To keep up to date you need our new book—

"How Confidence Grew."

This little history, which contains no advertising on behalf of any publication, is free. Ask for your copy and it will be sent. No library of advertising literature is complete without it.

Address the publisher of "How Confidence Grew," Box 1632, Philadelphia.

Department Store Man Tells Why He Accepted or Rejected Window Displays

Principles That Determine Him in His Selection of Successful Candidates

By J. M. Ward Yost

Display Manager of Penn Traffic Co. (Dept. Store), Johnstown, Pa., and Member of Educational Committee, International Association of Display Men.

"**W**HY have you accepted some window displays offered by national advertisers and rejected others?" is the direct question the editor of **PRINTERS' INK** has asked me.

First let it be said that I am heart and soul for the interests of the store that employs me as dis-

light, I am impressed with the evident lack of understanding of my problem some national advertisers have shown. They know what *they* want. Oh, yes! But they do not seem to know what *I* want.

The manufacturer wants to increase his sales, the display man wants to increase the sales of the



FIG. 1.—THIS DISPLAY WAS COHESIVE, HAVING THE TRAVEL IDEA AS ITS THEME

play manager. This means that I am trying constantly to think of new ways in which I can help swell the *volume* of my store's sales. I am scouting for ideas all the time, in the store and out. I would rather use a manufacturer's display than not if it will help me increase the store's volume.

Running over in my mind several displays which have been offered us and have never seen the

store, it does not matter much whether it is a showing of books, shoes, drygoods or some patented article, he will determine which is the most seasonable, which brings in the most profit and that line goes into the window.

To make an effective display of any line of merchandise it must be shown at the psychological time, the time when the public needs and wants it.

So a store may have a half-dozen stereotyped ready-to-set-up displays on hand, all of which are kept on the waiting list and sometimes never get into the window at all. There is probably a different reason for each one of them and some of these reasons will be explained.

A few years ago a large number of mechanical display affairs were shipped from place to place and exhibited for a week or more in each city. They seem to have disappeared and for a very good reason, that the majority of them were worthless.

are hard to take apart, and when something goes wrong are done for.

About one year ago I made arrangements with an advertiser of fountain pens for a display which I was given to understand was a very good one. It happened to be built for a small window, and, luckily, I had one just the right size. It came in a case especially built for the purpose and was fairly well packed. Of course it was being shipped from city to city and had been on the "road" for some time.

The advertising matter, cards



FIG. 2—THE MANUFACTURER FURNISHED ONLY THE ALVIN GIRL, WHICH BECAME THE CENTER OF AN ATTRACTIVE DISPLAY

The cut-and-dried-outfits I have reference to usually consisted of one or more mechanical figures doing some "stunt" with the article it was trying to advertise. A mechanical display to be effective must bring out the selling points which will create a desire to buy on the part of the prospective customer. This is where most of them fail. They serve to amuse, nothing more.

These affairs are shipped from one city to another, get very dirty, unsightly, often don't work well and sometimes not at all. They

and larger set-piece were very much soiled. About a half-gross of imitation pens with cheap brass points were included, also some trays and other fixtures to hold them.

These pens were about the poorest recommendation of the real article that it would be possible to send out. They were made of wood, were unsightly, and would create any kind of an impression except a favorable one. This display was in place four days, and the results—*not a pen sold*.

From what I have been told this fountain pen is a good one, and we have sold many before and since, but none during the display. This display certainly helped to kill the demand and is only mentioned as an example of what the wrong kind of publicity will do. There are many other displays that are being shipped from place to place that produce similar results.

There is no one in particular to care for these displays. Hence they become very dirty. If they were shipped to the factory every time they were used lost parts could be replaced and dirty ones renewed.

Another type of display is the poster style, as it may be termed from the highly colored material with it. This usually consists of posters, cardboard set-ups, display cards and so on. This highly colored matter may be proper when colors are to be displayed, but for general use it is very unsatisfactory, and many display men will not use it.

Posters generally must be mounted before they can be put in place. This is hard to do properly on account of the folds showing. Good show-cards are always appreciated. Highly colored ones at the best appear cheap, detract from the merchandise and are generally objectionable.

A short time ago a package of display cards, cartoons, posters, etc., came from a hardware specialty manufacturer. It was a showing of night locks. I examined it carefully and was favorably impressed with its qualities.

It was made for a window three feet deep, seven feet long, and high in proportion. My windows are all twenty feet long, seven feet deep and eleven high. This display set up in one of these windows would be "lost." The wording as well as the pictures were connected so as to look right when used together. Hence to scatter them would be to lose the general effect entirely.

Some electric signs of the flasher type have made their ap-

**The
George L. Dyer Company
42 Broadway
New York**



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

pearance from time to time, some being very effective. The value of this class of signs is in the flashing attracting constant attention, but if the sign itself is poor, then it becomes a failure.

A well-known knitting company sent us a small sign of this type, the most unusual one I ever saw. It consisted of a transparent glass on which there was a picture of a raging bull chasing some girls. The girls are shown in the act of getting over with their dresses caught on the fence, thus displaying the trade-marked hose.

would be to help every store that handles it. One does not purchase in the central part of the city what can be gotten next door at home. I believe display men generally are loath to make these displays, preferring to show goods which have individuality and cannot be purchased on every block.

There are many points to be considered in getting out display material, and no safe rule can be given for all kinds. Every line of merchandise would have to be treated differently. One of the first requisites is adaptability, so



FIG. 3—A WINDOW THAT APPEARED DURING THE MANUFACTURER'S NATIONAL ADVERTISING CAMPAIGN, CONTAINING MANY SIGNS THAT WERE FURNISHED THE STORE

This sign was funny, I'll concede, but I fail to see where its advertising value came in. It did not reach the window.

Department stores are often asked to make displays of goods sold in almost every small store in the city. Manufacturers know they will get a better showing than in the smaller places and cannot be blamed for wanting it. The display man sees the matter from a different point of view.

To feature this merchandise

the matter could be used in windows of various sizes.

The most successful display I have had the pleasure of using along this line is that put out by the Armstrong Cork Co. It issues a catalogue showing how the display can be put together, and a dozen different displays can be made from it, all equally effective. The first information necessary to get up displays is the sizes of the windows to be accommodated. This information from a

1916 Has Made Good Already

January 1st, 1915, we had scheduled for *last* year business amounting to \$1,010,489—

January 1st, 1916, we had scheduled for *this* year business amounting to \$1,194,608—

THE INCREASE IS \$184,119, a figure that is especially gratifying in view of the fact that 1915 was Collier's record year.

Collier's ^{5¢ a copy} THE NATIONAL WEEKLY

A. C. G. HAMMESFAHR, *Sales Manager of Advertising*

J. G. JARRETT, *Eastern Manager*

J. E. WILLIAMS, *Western Manager*

REPORT ON A MAIL ORDER ADVERTISEMENT IN COLLIER'S

Cost of advertisement \$450
Replies 1,048
Sales (in 4 months) \$4,600

THIS WEEK—JANUARY 22nd
"Is Germany Winning?"
by Frederick Palmer. It
will interest you.



We take pleasure in announcing the appointment of Mr. A. E. McKinnon to the position of Business Manager of "The Sperry Magazine."

THE SPERRY & HUTCHINSON CO.
THE HAMILTON CORPORATION

Geo. B. Caldwell, *President*

2 West 45th St.

New York City

hundred of the best customers gives one an idea of about what is needed. If only one display is to be gotten out, it should be made so as to be adaptable to windows of different sizes.

The man in charge of this department should get the size of the window available, then select the right amount of cards, and other material, include a photograph and his display will, 99 times out of a hundred, get the right attention.

Display matter, like goods, can be shrewdly merchandised.

In addition to the Armstrong linoleum display, we have recently made others which were built upon suggestions derived from manufacturers.

The editor of **PRINTERS' INK** states that it will be instructive to its readers if I describe just why these displays were acceptable. Cuts of them are shown here.

Fig. 1 is a showing of a display we made for Indestructo trunks. The idea worked out here was to create a desire to travel, hence we endeavored to associate Indestructo trunks with this idea. The map of the world, the picture of a steamship, the name Indestructo connected by a line of time-tables, all helped to create the right impression in order to increase the sale of trunks.

Instead of using printed matter to tell what different receptacles were for, the proper articles were placed in them, which, as a suggestion, is, it seems to me, far stronger than a printed or lettered card.

In fig. 2 is shown another example of where we connected with a national advertising campaign. The only display matter furnished here was the Alvin girl in the centre of the window.

Now, silverware must be considered as a luxury because anything made of it can be purchased much cheaper when it is made of some other metal. With this thought in mind, we worked out the top piece, which was to advertise the name Alvin Silver as well as to create the right impression about the goods. Tasteful grape

foliage of cream color with pearl grapes and figures, representing Art, Progress, etc., served to make the right impression. Incidentally, we were more than pleased with the results of this display.

We had three reasons for making the display shown in fig. 3. First, the manufacturer conducted a national advertising campaign. Second, the advertiser sent us good accompanying advertising matter. Third—but least of all—the manufacturer offered prizes for displays. A condition of the prize contest called for six chairs and this accounts for the somewhat crowded appearance of the window.

The cards and other advertising matter sent us were good. They were not over-colored and were of such size and shape that they could be arranged to the best advantage.

These cards lacked one thing—namely, suggestions for the prospective customer as to where these chairs could be used to advantage—whether in the living-room, in the library, in the den or in the office waiting-room. Direct and pointed suggestion is a strong element in making sales in window displays.

Kresge Chain Gains 30 Per Cent

The S. S. Kresge Company, which conducts a chain of five and ten-cent stores throughout the country, reports sales for 1915 amounting to \$20,943,300 compared with \$16,097,301 the previous year, an increase of more than 30 per cent.

It is estimated that net earnings for the year will be more than \$1,600,000, which will be equivalent to about 30 per cent on common stock compared with 20.45 per cent in 1914.

Victor's Special Dividend

The Victor Talking Machine Company has declared a special cash dividend of \$10 per share on common stock. This is in addition to the regular quarterly dividend of 5 per cent declared last month.

American Woolen Co. Buys Globe Mills

The Globe Woolen Mills, of Utica, whose resumption of business was announced in **PRINTERS' INK** last week, have been purchased by the American Woolen Company.

Meeting Mail-order Competition in Farm Papers

Manufacturer Gets Dealers' Support by Advertising Both "Quality" and "Economy" Products in the Same Issues—Either One or the Other Bound to Pull, He Argues

THE Keystone Steel and Wire Company, of Peoria, Ill., which distributes its fencing through retail implement dealers, has long advertised its product as one with which mail-order competition could successfully be met. It is doing some farm-journal advertising to send inquiries to the dealer, and recently worked out a plan in this field which is being strongly emphasized in soliciting the retailers.

It is running two advertisements in the same issues of the farm

interest of the farmer, no matter whether he is looking for exceptional quality or a low price, and thus that the dealer can handle its proposition without regard to the attacks of the catalogue houses on a basis of price.

The new advertising plan is now being described at length in trade-journal advertising reaching the dealers. "Don't Worry About Catalogue Houses" is the heading which gives the key to the announcement.

"This new plan," the company continues, "is getting right down to brass tacks on this big problem of fighting mail-order fence competition. One of these ads is bound to get the fence-buyer's inquiry, Mr. Dealer. Every single name—and we get thousands of them every month—is promptly referred back to some nearby dealer. Can you beat such a plan for grabbing off fencing orders at a profit that are now being sent away by mail?"

A specimen page from a farm paper is reproduced with the trade-paper announcement, arrows pointing to the two-inch "quality" and the one-inch "economy" announcement. Land-owners in the former class are also appealed to by the offer of a free "calculator" for use in solving farm problems involving calculations. Both ads are keyed, so that the company has a line on which style of copy is proving most effective.



GET IT FREE

We are giving Ropp's New Calculator FREE to every farmer or land owner who has not yet sent for a copy. Ropp's Calculator should be in the hands of every farmer. It will instantly give the correct answer to any business problem that can be solved by arithmetic. We will also send you our free illustrated catalog on

SQUARE DEAL FENCE

Which tells you why it is better than any other fence and where to get it. Land owners, if you want a farm fence that will last, and stay trim and tight the year round, write for those FREE books today.

Keystone Steel and Wire Co.,
1632 Industrial St. PEORIA, ILL.



12 1/2" ECONOMY

Before you buy any more fence, write for facts about our 28-inch **ECONOMY HOG FENCE** at 12 1/2c. per rod. Many other styles and prices.

Keystone Steel & Wire Co.,
1632 Industrial St. PEORIA, ILL.

THESE TWO ADVERTISEMENTS APPEAR IN THE SAME ISSUES OF FARM PAPERS, TO WIDEN THE APPEAL

papers, one emphasizing the high quality and distinctive features of its "Square Deal" fencing and the other playing up the low price of its "Economy" brand at 12 1/2 cents a rod. The company believes that it is sure to get the

Board of Commerce Promotes "English First"

During the past week the Committee on Education of the Detroit Board of Commerce conducted an active campaign among the large employers of foreign labor in the interests of the public evening schools, which opened for the second term January 3. Cars were furnished by the Chalmers Motor Company, the Maxwell Motor Car Company, Hupp Motor Car Company and the King Motor Car Company. Handbills in seven languages and large colored posters were delivered to 80 factories, also to the Employers' Association, the Michigan State Free Employment Bureau and the Federal Employment Bureau. Posters in seven languages were distributed to saloons and stores throughout the foreign sections of the city, with the request that they be put in conspicuous places where they could be read by all foreigners coming into the stores.



THE guide* is waiting to conduct you through the February Ladies' Home Journal.

Come along.

And as you go think of 1,675,000 homes—their problems, their interests and their needs.

Then you will appreciate how The Home Journal is making itself indispensable to these 1,675,000 homes.

CURTIS PUBLISHING COMPANY
Independence Square Philadelphia, Pa.



** This way, please*



Some Houses Our Readers Have Built

Page 29



Somebody wanted to know if The Home Journal houses were practical. Here is the answer—pictures of 30 Home Journal homes our readers have built and live in and are proud of. Merely examples of the 30,000 which have been built—more houses than there are in Albany, or Omaha, or Spokane.

These houses represent an investment of \$100,000,000. The land and their furnishings mean as much more.

Here you have a basis upon which to estimate the purchasing power of Home Journal readers.

Making a Home of an Apartment

Page 43



The thousands of people who live in apartments have an entirely new set of homemaking problems.

Here again comes The Home Journal with practical suggestions—showing a four-room apartment furnished as it should be, giving the cost of doing it and offering to send a plan, a statement of the cost and the stores where the articles may be bought.

Manufacturers who have found big city distribution difficult have here an avenue into these homes.



The Servant in the House—Page 65



The woman who said she had three servants—one going, one working and one coming—didn't live in Los Angeles, Cal.

They have solved the servant question out there with a Maid's Club.

The Home Journal tells the story.

There is hope in this achievement for the thousands of housewives who are trying to keep maids as well as hope for the maids they are trying to keep.

Have you a message for the progressive house-keepers in America effecting domestic economies or improving living conditions?

Motionless Pictures That Tell Their Story—Page 3



The Home Journal camera again brings in four pages of pictures, telling at a glance the change from the little red school house to the modern institution; a bird city in St. Paul by schoolboys, the beautifying of a city and the trend toward outdoor schools.

Progressiveness portrayed in quick-acting pictures; just the atmosphere for propagating new ideas or expanding sound old ones.



A Page You Might Miss *Page 33*



Have you a 100% stenographer? Are you long on clerks who are short on selling ability? Then this page is for you as much as for women in business.

The real power of The Home Journal is found in pages like this, which make life different for thousands of women.

Such personal helps create a receptivity that is valuable to you.

A Russian Invasion *Page 19*



Three days after the first performance of the superb Russian Ballet in New York come two beautiful color pages depicting some of the striking poses of the dancers—the exclusive reproduction in color of these bewildering and daring costumes. This is typical of Home Journal timeliness and enterprise.

Readers reflect this spirit and respond to it. This is significant to you.

Helpful Uncle Sam *Page 7*



Did you know the Government is the greatest single force operating in the interest of women and their problems? Neither did we until we looked into it.

The result is a new department which will exploit, each month, some phases of Uncle Sam's wonderful service.

Reader interest held by such practical departments cannot be expressed in circulation figures.

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Direct Selling to Retailers Increases Hosiery Advertising

To Protect Trade-marks, Manufacturers Pass by Jobbers

HOSIERY advertising is increasing as a result of the growth of the practice among American hosiery manufacturers of selling direct to retailers. This is a conclusion reached by U. S. Government officials who have lately conducted an investigation of the hosiery and knit-goods industries. "The cost of advertising is a considerable proportion of the total selling expense of some manufacturers that sell to retailers," is a statement made in the report just completed by the investigators of the U. S. Bureau of Foreign and Domestic Commerce,—hence advertising costs are the subject of attention in this report, although it is supposed to deal primarily with cost of production.

Of a total of 73 hosiery and knit-goods establishments that reported to the Department of Commerce in this probe, nine advertise nationally,—“that is, advertise in magazines and papers with a national circulation, other than trade journals.” Commenting on the connection between this advertising activity and direct selling to retailers the report continues: “Of these nine manufacturers, six sold 100 per cent of their product to retailers; one sold 98 per cent to retailers, exporting 2 per cent; one sold 50 per cent to retailers and 50 per cent to jobbers; and one did not state to whom he sold.”

ADVANTAGES AND DISADVANTAGES WEIGHED

Taking up the general proposition of sales direct to retailers the report summarizes the Governmental finding as follows: “Among hosiery manufacturers there has been in recent years a decided tendency to change from selling to jobbers to selling direct to retailers. This tendency is particularly noticeable among Western manufacturers.

“The manufacturer who sells direct to the retail trade is put to much greater selling expense than would be required to market his

goods if he sold to jobbers or through commission houses. Further, he has to manufacture and carry a much more diversified and larger stock of finished goods. He also has to wait longer for his money and undergoes a greater risk of loss through bad accounts.

“On the other hand, the manufacturer who sells to retailers receives higher prices for his goods, and once a line of customers has been established he is more certain to hold them than is the case when he deals with jobbers. Besides making larger profits, the producer who sells to retailers has a greater opportunity for expanding and enlarging his business than one who ties himself up with the jobbers or commission houses.

“The advantages in selling to jobbers or through commission houses are that the manufacturer is relieved of great expense for actual selling and advertising, is not so liable to losses due to bad debts, and has the advantage of knowing ahead just what his business for the year will be. Many jobbers and commission houses will advance money to manufacturers, and this is a distinct advantage to the producer who has limited capital.”

Getting down to cold figures, the Federal inquisitors have found that of the aggregate output of the 73 hosiery manufacturers who took Uncle Sam into their confidence, 51 per cent of the total net sales was made to jobbers and 4 per cent was disposed of through commission houses, while nearly 45 per cent went direct to retailers and an insignificant fraction of the total was exported. As for financial returns the report says: “The average manufacturing profit on the net sales of establishments that sold more than 50 per cent to jobbers or through commission houses was 6.56 per cent, and of establishments that sold more than 50 per cent to retailers, 7.18 per cent.”

That the profits of the direct-to-

retailers plan are not even greater is explained as follows: "One reason why some hosiery manufacturers have not been prosperous during recent years is on account of the large initial expense of changing from selling to jobbers to selling to retailers. In the process of building up a trade with retailers an establishment incurs large expense, and therefore it may have small profits or perhaps losses, in the beginning, but after it has established a trade with retailers its profits may be greater than they were when the larger part of its product was sold to jobbers."

Interesting as is the information that has come from the hosiery manufactories visited by the agents of the Department of Commerce, it would be misleading to present this as absolutely conclusive in the sense that every source of production is covered. The 73 hosiery manufacturers that supplied Uncle Sam with facts include both large and small operators and their aggregate sales foot up \$27,000,000 a year, but it should be noted that there was absolute refusal to give Uncle Sam information on the part of 24 manufacturers, 15 of whom were located in Philadelphia—a center of the cotton-hosiery industry and headquarters of the National Association of Hosiery and Underwear Manufacturers. At the 1914 convention of this body opposition developed to the investigation, but in the end, for all that 24 manufacturers refused to furnish data, the request of the Government was complied with by 36 members of the association who manufacture hosiery and by 14 members who make knit underwear.

MORE STOCKINGS WORN NOW

That there is in the United States one hosiery manufactory that has net sales of nearly \$2,500,000 per year is perhaps not to be wondered at when we learn from this most recent Government report that the production and consumption of hosiery is increasing much more rapidly than the population. Indeed, during the last decade for which figures are available the production of hosiery

increased 110 per cent in volume or quantity and 150 per cent in value while the population was increasing 21 per cent. In other words, consumption jumped in ten years from four pairs per capita to eight pairs per capita.

In studying profits in the hosiery industry the Government probers, using only figures obtained direct from the books of manufacturers, obtained evidence that the most profitable branch of the industry is that engaged in the production of full-fashioned or full-fashioned and seamless hosiery of silk or cotton. Here the average percentage of profit is 15½ per cent on the capital employed in the business and nearly 9 per cent on net sales.

An interesting phase of the sales situation is disclosed as follows: "A long-established custom compels retailers to sell hosiery at fixed prices—25 cents, 50 cents, \$1, etc. The public, educated to these prices, looks with suspicion on odd-priced goods. The standard retail prices are a great handicap to the manufacturer. He must always figure his cost of production with these fixed retail prices in view.

"During recent years the expenses of retailers for rent, salaries, advertising and delivery have largely increased," says the Federal report. "Not being able to increase the prices at which hosiery is sold, retailers must purchase goods cheaper than they formerly did. The jobber who sells to the retailer must, to make his former profit, sell cheaper than he did formerly, and therefore must buy cheaper from the manufacturer. But the cost of manufacturing has been increased by the higher cost of labor and materials, by the demand for finer goods, by the necessity for constantly purchasing machinery and by the enactment of workmen's compensation acts and stricter child-labor laws. While the expenses of manufacturers have thus largely increased, they are compelled to sell goods cheaper than formerly. This condition leads to cut-throat competition among them. Many of them believe that they would be greatly benefited

Probably the kind of periodical that can sell stocks and bonds, farm mortgages and other investments so profitably for these forty-five firms can sell your products:

American Real Estate Co.
American Trust Co.
Aurelius-Swanson Co.
Babson Statistical Organization
H. Bachman & Co.
Baruch Bros.
Beyer & Co.
A. H. Bickmore & Co.
P. W. Brooks & Co.
E. Bunge & Co.
Geo. H. Burr & Co.
Carpenter & McClave
Citizens Savings & Trust Co.
Commercial Security Co.
Covert Abstract Co.
Degener & Burke
Harold Dickerson & Co.
Gilbert Elliott & Co.
N. W. Halsey & Co.
Harris Winthrop & Co.
Industrial Bldg. & Loan Assn.
Keane, Zayas & Potts

L. R. Latrobe
A. B. Leach & Co.
Chas. E. Lewis & Co.
Liggett Hichborn & Co.
Chas. E. Merrill & Co.
Motion Picture Securities Co.
John Muir & Co.
New First National Bank
Parmelee & Co.
Perkins & Co.
Pioneer Trust Co.
Renskorf, Lyon & Co.
Wm. Ritchie
Salt Lake Security & Trust Co.
Sessions Loan & Trust Co.
Sheldon Morgan Co.
Slattery & Co.
Spencer Trask & Co.
S. W. Straus & Co.
Tefft & Co.
U. S. Trust & Savings Bank
Walter L. Williamson
Williams, Dunbar & Coleman

That the people in Leslie's 413,000* better-than-average homes have money to *spend*, is perhaps best shown by the amounts they have left to *invest*.

* net paid

Leslie's

Illustrated Weekly Newspaper



(There are 60 or 70 news pictures like this in Leslie's every week)

if hosiery were retailed at odd amounts."

The part advertising now plays in the selling of hosiery may be figured from one interesting table of statistics included in the report fresh from the press. This table shows that the average annual net sales of each of the 73 establishments reporting is in the neighborhood of \$370,000. Charged over against this is an average selling expense of nearly \$31,000. In this allowance for selling there is allotted the sum of \$6,000 for advertising—an appropriation far above every other sales item except the one of "commission and expenses," which has more than \$15,000 charged to it.

ADVERTISING AND SELLING COSTS COMPARED

This analysis of advertising investment covers, it will be understood, all the various establishments, large and small, making all kinds of hosiery. We get a very different result if we follow the trail of advertising expense into the various specialized spheres of the industry. For example, we find that nine manufacturers of seamless cotton and silk hosiery located in the West each invested on an average for advertising each year a sum close to \$29,000, or more than one-third more than they expend for commissions, etc. Another group of manufacturers has an average annual advertising appropriation of close to \$8,000 each. To pull the general average down to the \$6,000 above specified as the figure for all manufacturers there are the meagre appropriations of some producers who invest only a few hundred dollars a year in advertising. It may be of interest to note that the heavier advertisers of hosiery, the firms that invest on an average \$29,000 a year, are laying out for advertising almost as much as they devote to all other selling expenses combined, including salaries, wages, rent of show and shipping rooms, fire insurance, packing-cases, cartage, etc.

Apropos the effect of hosiery branding upon advertising, the Government report says: "About 20 years ago a large Chicago re-

tail store introduced the idea of branding their goods, and recently, since advertising has become so important a factor in selling, many jobbers have adopted trade-marks which they advertise not only to the trade, but to the general public as well. One of the largest jobbing houses in the United States has its hosiery made in about 20 different factories and requires them to put its trade-mark on all these goods. The buying public is supposedly buying a standard product, but stockings made in different factories differ in quality. This method necessarily results in the manufacturer's identity being lost. He will not advertise, for he cannot put his trade-mark on the goods.

"The branding of hosiery has resulted in a material change in selling methods. Large manufacturers are gradually giving up selling to jobbers and are devoting their attention to selling to the retail trade exclusively. By selling to retailers they can advertise their own trade-marks and the public can be benefited by being able to buy standardized products. The public will be benefited, inasmuch as the manufacturer's obligations under such a selling system will not end with the selling of the goods to the jobber. A brand being well known means that if the hosiery does not give satisfactory wear the manufacturer gets the blame and not the retailer. Therefore it is to the interest of the manufacturer who turns out branded hosiery to make his product conform to as high a standard as possible."

Sigwalt With American Optical Co.

H. P. Sigwalt has joined the American Optical Company, Southbridge, Mass., as assistant advertising manager. He was formerly advertising manager of the Federal Motor Truck Company, Detroit.

Frank Buckhout With Atlas

Frank Buckhout has become associated with the Atlas Advertising Agency, Inc., New York. For the past 15 years he has been connected with the advertising department of the New York *Evening Mail*, and for the last two years he has been in charge of that department.

The New York American extends its congratulations to Automobile Manufacturers and Dealers upon the great success of their annual show and upon the unusually striking, frank and intelligent advertising they did in the newspapers.

If anything were needed to give the public a very pointed and strikingly impressive demonstration as to the advance advertising has made in recent years, the automobile copy printed in the New York newspapers during the Annual Automobile Show furnished it.

No body of business men representing one industry ever before showed such unanimity in the general character of the advertising copy used.

It was a real treat to read the automobile advertisements—

- 1st: Because of their news interest;
- 2d: Because of the valuable information they contained;
- 3d: Because they were attractively displayed;
- 4th: Because they all aimed to impress upon us the greatness of the Automobile Industry as a whole, and did it;
- 5th: Because in presenting the claims of individual cars no attempt was made to decry the merits of other cars.

All of the advertisements dignified the entire Automobile Industry and they dignified advertising, thus winning public approval and public confidence—and, incidentally, inducing more buying of cars at this Automobile Show than were ever sold at any previous Annual Show.

The NEW YORK AMERICAN wishes to express its appreciation of the very big share of advertising printed in its columns by automobile manufacturers and dealers—more than 95 per cent of whom showed by the space they gave and the money they paid for it, their appreciation of the value of the readers of the paper in sustaining and expanding their industry in the New York territory.

The NEW YORK AMERICAN kept its promises to co-operate with Automobile manufacturers and dealers in making their Annual Show a success, for its representatives were in evidence everywhere, showing their interest and expressing that interest in the news columns in the same dignified, constructive manner that characterized the business announcements in the advertising columns.

The NEW YORK AMERICAN can always be relied upon to stand back of its readers and its advertisers.



DAILY AND SUNDAY

Member Audit Bureau of Circulations

Fancy Versus Facts

It is easy to fancy your readers running round in limousine cars, robed in furs and fine silks, with a bundle of currency in either hand ready to buy whatsoever they may wish.

But it is difficult to prove fancy—fact.

It is quite natural to fancy that your readers are *aching* to buy advertised articles of whatever kind or price—

But quite difficult to prove your readers are where the *goods* are *located* and with the *ache* to *purchase* which Fancy says exists.

Facts and facts alone should weigh in the selection of an advertising medium. Therefore *Facts* are the backbone and the body of our advertising story.

Hearst's has in excess of 550,000 circulation (562,119 ordered for February).

It is not a fancy when we say 80% of our circulation is purchased because people want Hearst's. It is a fact that 80% of our circulation is purchased voluntarily from the newsdealer at 15c per copy.

When we tell an automobile advertiser that 35% of our direct subscribers in six states own automobiles, it is not *fancy* but *fact*.

Just that percentage paid a state tax for the numbers they carried on their cars during 1915 and the records of the states prove it so.

It is not fancy when we say most of our circulation is in the territory where most advertisers find their distribution best—our circulation facts prove it so.

We do not permit our fancies to exceed the facts.

Every salesman in our advertising department is instructed to "stick to facts" and that is the one big reason for the gain of more than 13,000 lines in our February issue.

It is fact that at this moment Hearst's is selling a greater quantity of good circulation at a lower rate per thousand of circulation than any other general monthly magazine:

That no other magazine excels it in fiction, features and illustrations—based on the market value of the material purchased:

That no other magazine has equaled it in circulation growth during the last twelve months.

***Forms for March Issue Close January 31st
February Print Order 562,119 Copies***

Hearst's Magazine

**119 W. 40th Street
New York**

**1024 Hearst Building
Chicago, Ill.**

Member Audit Bureau of Circulations

ONE YEAR'S GROWTH

CIRCULATION

The circulation of The Chicago Daily News in 1915—with comparisons of the daily average for each month with 1914—was as follows:

	1915	1914	Gain	Loss
January . . .	405,359	362,972	42,387	
February . . .	415,897	368,496	47,401	
March . . .	413,675	375,770	37,905	
April . . .	410,784	390,974	19,810	
May . . .	402,105	373,485	28,620	
June . . .	407,287	367,038	40,249	
July . . .	407,885	365,753	42,132	
August . . .	403,355	403,071	284	
September . . .	400,833	403,593		2,760
October . . .	409,210	406,090	3,120	
November . . .	416,114	411,561	4,553	
December . . .	413,695	401,342	12,353	
Year . . .	408,808	385,857	22,951	

ADVERTISING

The Daily News published the following number of columns of advertising in 1914 and 1915:

Display Cols.	Classified Cols.	Total Advertising Cols.
1915, 24,036.13	1915, 13,395.86	1915, 37,431.99
1914, 22,710.71	1914, 13,110.15	1914, 35,820.86
Gain, 1,325.42	Gain, 285.71	Gain, 1,611.13

In both circulation and advertising the figures for 1915 break all records in the paper's 40 years' history.

A Famous Price-cutter Explains His Reasons Why

James O'Donnell, the Washington, D. C., Druggist, Takes a PRINTERS' INK Representative into His Confidence

[EDITORIAL NOTE—Some time since, it will be remembered, Mr. O'Donnell won the decision in the Sanatogen case before the United States Supreme Court. He is fighting other firms in court now. His frank statement in the following article will at least serve to show manufacturers the calibre of the opposition to price-maintenance legislation.]

TO readers who know anything of his business in Washington, D. C., it may come as something of a surprise to find James O'Donnell taking issue with the business methods of the drug "chains," because the popular impression is that Mr. O'Donnell is a dyed-in-the-wool chain operator. As a matter of fact he has his own chain of three large retail drug stores in the national capital, and it might be termed "a chain within a chain" since the O'Donnell establishments are "Rexall stores," and have had a certain affiliation with United Drug interests.

Yet, Mr. O'Donnell is not a believer in the big chain; says that he would be just as well satisfied if he had one store instead of three; and persists in declaring that his viewpoint is that of the large independent retailer. All of which, no less than his price-cutting propensities, may render of interest to advertisers in general the viewpoint and policies of this militant price-cutter who is now at daggers' points in the courts with the Beech Nut company and the makers of "Big Ben" clocks, even as he has been embroiled in the past with the Gillette razor people and a number of others.

NOT LOOKING FOR A "FIGHT"

The quarrel of Druggist O'Donnell with the manufacturers is almost solely one of wholesale price concessions. It is not meant to insinuate that the O'Donnell price-cutting is done solely in retaliation for alleged price-discrimination. His use of cut-rate leaders is resorted to frankly and regu-

larly in order to stimulate sales, but his contention is that the wishes of the manufacturer who does not wish to have his prices cut will be respected if that manufacturer is absolutely "square" with the retailers. In proof of this he points to his own relations with the Colgate concern, which he terms "the finest firm in the United States to do business with." O'Donnell sells about \$7,000 worth of Colgate products per year, but for all that he claims that they have never asked him to maintain their fixed prices, and he has made no promises to do so. He has never made a cut on Colgate, simply because he has absolute confidence that he is getting as favorable terms as anybody else.

"It is not that I object to quantity discounts," said Mr. O'Donnell; "on the contrary, I believe in them. Nor do I care a rap at what figure a manufacturer places the order limit to entitle the purchaser to the best quantity discount. If I cannot make a large enough purchase to entitle me to such discount I will never complain, but what I do object to is the manufacturer secretly or openly making concessions to chains of stores. I am doing to-day, in my principal store, a larger business than is transacted by any other store in the United States handling a straight line of drug-store goods. I believe there are certain stores that show a larger turnover, but they handle glassware, crockery and other goods not entitled to place in a drug stock.

"Similarly, I pay all bills within ten days, which fact as well as volume of purchases entitles me, I believe, to the most favorable terms and yet I know that it is or has been the custom of the proprietors of certain chains of stores to demand from manufacturers all sorts of credit conces-

sions, such as long time, etc.

"It has been interesting to me to note recently a marked tendency on the part of manufacturers to lower the limit of requirements for quantity discounts. Today, there is scarcely a firm in our line that requires a purchase of more than a five-gross lot to entitle the purchaser to the best discount, and many concerns have placed the limit at one gross. To show the trend, I may mention that with the opening of 1916 the requirement on Listerine purchases was lowered from \$500 to \$60."

LARGE RETAILERS ON PLANE OF JOBBER

Any reader with half an eye can see where the O'Donnell argument leads,—to the placing of the big retailer on the same plane as the jobber in the eyes of the manufacturer. "I sell more goods than any wholesaler in my territory," says this Washington druggist, "why should I not have as favorable prices from the manufacturer?"

"Manufacturers are coming to it rapidly. Indeed, for all the denials and protestations that are made on the subject, I know of only two firms in the United States, Eli Lilly and Sharp & Dohme, that will not make as favorable terms to the large retailer as they will to any jobber. If the manufacturer will not make the concession to the large retailer the jobber himself will. Any jobber will to-day divide profits with me. If he gets a discount of ten per cent he gives me five. If he gets fifteen per cent he gives me ten. He does business with me at a loss, inasmuch as it costs the average jobber ten to twelve per cent to do business, and one wholesale house with which I am familiar, and which I expect will go into bankruptcy within the next month, has, for a long time past expended fourteen per cent in doing business."

"Why does the jobber willingly split profits with me, even if he is seemingly a loser thereby? He does it to get volume of business and obtain quantity discounts that

he could never take advantage of if his operations were restricted to supplying small retailers."

"By the way, what do you think of the future of the jobber?"

"The jobber," replied Mr. O'Donnell, "may not entirely disappear, but in my opinion there will be room henceforth for only two classes of wholesalers—the very large operators and the very small jobbers. The former will get their business by supplying the big stores with "shorts," whereas the little jobbers will serve the small retailers, notably the modest establishments of the Greeks and other foreigners. It is my belief that the big retailer is wasting money if he does business with the jobbers; he must deal directly with the manufacturer if he would overcome his high 'overhead.' But I realize that the small retailer must always deal through a jobber. If he undertakes to deal direct with the manufacturer there is the constant temptation to overstock that will break him."

Apropos his remark regarding the operating expenses of the large retailer Mr. O'Donnell was asked what it costs him to do business. His reply was, "Between 22 and 23 per cent." This is based on the showing for the year 1915 in Mr. O'Donnell's main store, located at an important street railway junction-point on the main shopping thoroughfare at the national capital. This store, which has been established eleven years, did a business in 1915 amounting to \$390,547, as compared with sales in 1914 amounting to \$376,000. At that Mr. O'Donnell figures that he has the best of the chain-store operators because he claims that in many chain drug stores the cost of doing business is 38 to 40 per cent. Conversely he argues that the corner druggist in the residential district can never be driven out of business because the small druggist, doing a business of say \$50 a day, ought to be able to operate at an expense of only 10 or 12 per cent. Speaking of chain stores, just a little story of what happens when Greek meets Greek. A couple of years ago Riker-Hegeman opened a

store about a block from the principal O'Donnell store and started off by slashing prices on articles that had been used as leaders at the rival establishment. Quietly, Mr. O'Donnell went to the Riker-Hegeman manager and said, "If you start a price-cutting campaign, I will not merely meet it, I'll beat it"—and they have lived happily ever since.

Getting back, in his discussion for PRINTERS' INK, to the subject of the jobbers, Mr. O'Donnell touched upon the propensity of many jobbers to seek salvation in private brands. "They are merely putting off the evil day," was the druggist's comment, "because the average jobber will not take a private brand seriously enough to protect it the way a bona-fide manufacturer will." Pursuit of this subject brought out the fact that O'Donnell, for all that he has rather exceptional opportunities, shows no disposition to plunge on private brands. He has two or three,—one of which he claims pays him \$10,000 a year,—but he shows no disposition to increase the number. Plainly the nationally advertised article is meat and drink to him and he uses the private brand only as a club for the obdurate manufacturer, as, for example, when there was a falling out over terms on Wyeth's "Sage and Sulphur" and O'Donnell put in his own "Sago Sage."

This brings us, in natural sequence, to the attitude of this well-known price-cutter with respect to advertised and price-fixed goods. Ten minutes' conversation with O'Donnell will, I think, demonstrate that this druggist is by no means to be classed as an unthinking, imitative cut-rate artist. Price-cutting is a fixed and studied business policy to which he has adhered ever since he opened his first store. One vital point is overlooked by many of O'Donnell's critics—his price-cutting is not confined, as in the case of many another merchant, merely to leaders, but extends to staples and unbranded articles as well. His advertising slogan, in use for nearly a dozen years, is "No matter what you pay, O'Donnell

will sell it for less." "Doesn't that get you into trouble," the interviewer asked, "with customers when a competitor meets your cut price?" "Oh, no," was the rejoinder, "we always stand ready to knock off a cent or two under such circumstances in order to make good our motto. And time and again a clerk has come to me and said, for instance, 'Did we advertise Hind's Honey and Almond Cream to-day at 29 cents?' but whether we did or not I always tell the clerk to let them have it at the cut price mentioned if we have ever quoted that price."

PRICE-CUTTING AND THE NATIONAL ADVERTISER

"Frankly, Mr. O'Donnell, how do you regard price-cutting in its effect upon the manufacturer and his nationally advertised goods?"

"It is both good and bad. It is good in that it unquestionably stimulates demand. It is bad in that it encourages substitution. However, I believe that the substitution evil is on the wane in drug stores. You notice that efforts at substitution have been abandoned in many chain stores where it was once the regular practice. I have never tolerated it in any of my stores. When a customer asks for an article by name we unhesitatingly hand out that article, or, if we do not have it in stock, we tell him so and make no effort to induce him to take something 'equally as good.'

"I know, too, that it is the claim of some supporters of the Stevens bill that the cut-rate merchant makes up for his narrow profits on trade-marked articles by selling inferior staples or unbranded articles at a higher price. That may be true of the chain stores, but it has certainly never been my policy. Take witch hazel, for example. I sell a barrel of witch hazel per week in my principal store and I sell it at a cut price of 15 cents per pint, as compared with 25 cents charged in most drug stores (including the chain stores), but never since I have been in business have we dispensed anything but the best grade of witch hazel—the product of

Dickinson or the Pond's Extract people.

"Another fallacy which I would like to puncture is that the cut-rate druggist can be counted upon to drop an advertised article the minute that he has extracted from it all its advertising value as a leader. Certainly nothing of that kind has been done in my stores. Some few articles we have had to cut out for one reason or another, but I am to-day selling quantities of various articles that I advertised at a cut price the day I went into business.

"While I firmly believe in the cut price because I believe it stimulates demand, I favor only a moderate cut. I recognize that too much of a cut will kill an article. How do I know that cut prices not only increase sales in my stores but stimulate demand generally? I know it by such experiences as we had with Old Dutch Cleanser. We formerly sold a carload of Old Dutch Cleanser per week, and when, owing to the objection to price-cutting, we ceased pushing it, the consumption of that article in this territory dropped 80 per cent.

TREATMENT OF A "FAIR" MANUFACTURER

"Yet more convincing is the experience we are having just now with Wrigley's Gum. For years we have sold all chewing-gums—we carry no cheap goods, but only the well-known advertised brands—at two packages for five cents. A few weeks ago Mr. Wrigley came down here and asked me to raise the price on his gum. He did not object, apparently, to a certain amount of cutting, but he contended that a price as low as we had been making hurt his trade in other quarters. Well, the Wrigley concern had always treated us well and we wished to be decent, and so we promptly advanced the price to three packages for 10 cents, although, as a matter of fact, I would rather have lost \$2,000 than make that advance over long-established custom. At the same time we continued our two-for-

five-cents price on other gums, although absolutely no effort has been made at substitution or to influence customers. All brands are given equal display, but whereas prior to the advance we were selling a case of Wrigley's gum per week—our sales of Wrigley's in 1914 amounting to \$14,000—since the advance the consumption of Wrigley's has dropped 66⅔ per cent and the sales of Adams' Gum have increased proportionately."

In this comment by Mr. O'Donnell on the Wrigley situation we find the kernel of the matter—this druggist's belief that the average manufacturer does not object to price-cutting if it expands his sales so long as the cuts are not too deep. "Many of the manufacturers who make the most emphatic protests," says O'Donnell, "are simply bluffing. They are playing to the galleries. I have had manufacturers admit to me that they were carrying water on both shoulders, to use their own words, in this matter of price-maintenance. And, on the other hand, there are manufacturers who are heavy advertisers who do not care a fig about price-cutting, so long as they get the business. While I have never advertised the fact, I have always sold Cuticura Soap at 18 cents, and I have never had any complaint from the makers. I do not believe the average manufacturer harbors any resentment against the retailer who cuts prices. I have had no dealings with the Sanatogen people since the decision in the Supreme Court, but Gillette sent me a gold razor after I beat him in court, and the Durham-Duplex concern sell me goods just as if I never collected \$10,000 damages from them."

Knowing that he holds to this cynical belief regarding the real attitude of the average manufacturer with respect to price-cutting, it is a little easier to understand the buying policy pursued by Druggist O'Donnell and which must prove a mystery to many a manufacturer who encounters it for the first time. This policy

Buy Your Paper As You Do Your Space

Birmingham & Seaman offer you the same service in buying paper, as your agency does in buying space. We place at your disposal an organization of experienced men whose incomes depend on their ability to help you get the best results in buying paper. They will not try to sell you one brand to the exclusion of another.

We furnish paper for any advertising purpose, yet you deal with only one firm. Our service is nationwide. We have offices in every advertising center. We are the largest organization of our kind in the country, disposing of the entire output of a number of the biggest mills.

Try out our service on your next booklet, catalogue, circular or house-organ. Although we supply many of the largest printers, advertisers, publishers and mail-order houses, no order is too small to receive our painstaking attention. Suggestions, dummies and samples cheerfully and promptly furnished.

BERMINGHAM & SEAMAN COMPANY

*Radium Folding Enamel—Samson Offset
Opacity—Crystal Enamel—Advance Bond
—Elite Enamel—and other leading brands*

Tribune Building, Chicago

St. Louis Minneapolis New York City Milwaukee Buffalo Detroit

What E-B Means to You

The E-B trademark is a guarantee of quality. It means that the machinery you buy is the best of its kind, and that it will give you the most service for the least money.

For 64 years the E-B line of farm machinery has been standard. Since 1892 a constantly increasing demand from some of the best farmers in the world has resulted in the building of our new power works, to which 200 acres is added. Contrasted with the usual practice of selling a new machine to an old one, or an old one to a new plant, equipped with special facilities and every modern labor-saving device, this is a new and better way.

Emerson-Brantingham Implement Company, Inc.
Easton, Illinois, U.S.A.

Reproduction of the Emerson-Brantingham double-page spread in the January issue of *Successful Farming*.

How the E. B. Line Is Standardized

The Emerson-Brantingham Implement Company use *Successful Farming* to "standardize" their line in the Corn Belt.

For sixty-four years they have been manufacturing farm machinery. In their line is now found most of the important implements and vehicles found on the larger farms—tractors, plows, mowers, drills, threshers, wagons, buggies, gasoline engines, etc.

Emerson-Brantingham's trademark appears in a prominent place on each machine as a guarantee of quality. This, coupled with its frequent appearance in *Successful Farming* and other good farm papers, keeps the line constantly before the farmers in all parts of the United States. The advertising points out that this trademark means much to the farmer; that when he has occasion to select implements to save money, to lighten labor, or to speed up work on the farm he can turn to any of those bearing the Emerson-Brantingham trademark, with the assurance that they will be satisfactory.

The value of *Successful Farming* for such extensive promotion work as is carried on by this company is being appreciated more fully every month—and, as a natural result, its advertising volume is going up at an exceedingly fast rate. Last year, in its February issue, it enjoyed an increase of nearly 40 per cent—an unusually big one for a well-established publication; yet this year it still further increased almost as many lines as were gained last year. In other words, its February volume this year is in excess of 36,000 lines, as against 30,000 last year and 22,000 the year before. You will see, therefore, that the February, 1916, issue

almost doubled the February, 1914, volume, although the February issue is the biggest in the year. Other numbers of *Successful Farming* are showing about the same increases.

The map below will show why Emerson-Brantingham use *Successful Farming* so heavily—it covers their best territory. Improved land means plowed land. Considerably more than half of all the plowed land in the United States is in the Heart territory.

This looks as if there is a big opportunity for increased business in this wealth-producing territory for you. Would you like to study it?

For the benefit of advertisers like you, who want facts accurately and graphically presented, for not only the "heart zone," but for the whole United States, we have compiled a set of Definite Data Maps, which comprise a thorough analysis of the buying power of the American farmer and the best methods of distribution to reach him.

No matter what your problem is, if it concerns farm-paper advertising, these maps will probably solve it. Please let us know what it is, and we will try to serve you.

E. T. MEREDITH

Publisher

Members A. B. C.

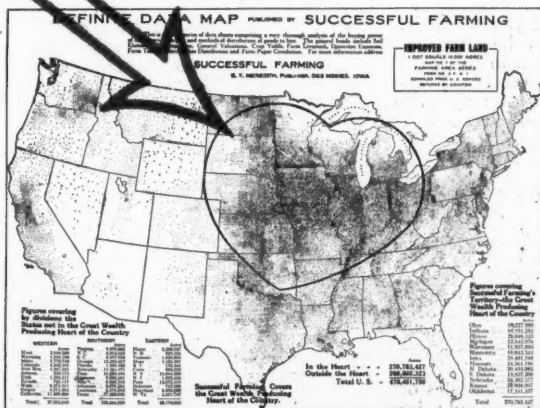
Covers the great wealth-producing Heart of the country

Successful Farming

DES MOINES, IOWA

Chicago Office
1119 Advertising Building

New York Office
1 Madison Avenue



A Definite Data Map on Improved Farm Land. One dot represents 10,000 acres of land that is actually farmed.

is summed up in the bland declaration of the price-cutter, "I will, when ordering goods, sign any contract that is presented to me dealing with price-fixing. My belief is that all such contracts are illegal. If a manufacturer wishes me to sign such a contract, as many a one does, merely to save his face with other customers, and with no intention of attempting to enforce the contract, well and good.

"But if the manufacturer really attempts to enforce such a contract I stand ready to carry the case into court or take it before the Federal Trade Commission, as I have recently done with respect to the demands of the marketers of Pluto Water and Laxative Bromo Quinine. My customary procedure when a manufacturer refuses to pay a rebate because of price-cutting is to simply place another order for the same goods and then deduct from the payment for that order not only the rebate due on that order but likewise the unpaid rebate for the earlier order. Sometimes we come precious near going into court over the question, but more often the manufacturer accepts the situation, as did the Freeman Perfume Company, of Cincinnati, which concern wrote me on December 22, 1915, after a year of dispute: 'Our legal friends tell us that you are in the right. We are not looking for any trouble and want to do what is right. We also know that you have a place for a large output of our powder, which, of course, we want to sell.' I am getting my rebates on Cascarets and other products without any question."

That price-cutting has paid in the case of O'Donnell must be admitted. His newest store, which he purchased at a bankruptcy sale for a consideration of \$2,000, was doing, when he acquired it in 1912, a business of \$21 per day. In 1914 that store did \$61,048, and in 1915, despite a change of location, the receipts were \$79,783—average daily sales of \$218.59.

It has already been disclosed that O'Donnell is no enthusiast on private brands. He likewise jolts expectations in other directions.

For example, he is opposed to the "free deal," although he has profited by the system above every other man in his territory. Speaking of a recent free deal on Dixogen he remarked: "The system once started is mighty hard to get away from." Similarly, this druggist does not believe in the insertion of the names of local retailers in newspaper advertising, although here again he is a heavy winner, because many manufacturers insert O'Donnell's name to the exclusion of those of all other retailers in his district. "If I were a manufacturer I would not put in anybody's name," was his comment.

Advertisers may be interested in one experiment which Mr. O'Donnell recently made. In addition to his regular chain he owns a drug store located directly across the street from his principal store, this extra establishment, which he bought in at receiver's sale, not being operated under his name. "I had often heard," said the druggist, "the stories of how John Smith does the advertising and Sam Jones, across the street, reaps the benefit. After we got hold of the store across the street I was able to sense the situation. I found that on days when we do our heaviest advertising (Mondays and Thursdays) and when our receipts at the main store are running \$1,500 or \$1,600 for the day, the receipts across the street, instead of remaining normal, invariably show a falling off of approximately 10 per cent."

Turner Agency Incorporates

The Turner Advertising Company, Chicago, has been incorporated under the laws of the State of Illinois with the following officers: President, James H. Turner; vice-president, Harry W. Armstrong; secretary, Arthur A. Gluck. Hartley Robinson, formerly with the *American Motorist*, has joined this agency as head of the promotion department.

To Represent "National Sportsman" in West

Cole & Freer, Chicago, have been appointed Western representatives of the *National Sportsman*, Boston.

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“Quality Folks”

*Some Plain Facts About
“Quality Circulation”—2*



IN certain rural sections there is a habit of referring to the members of the community as "Quality". Unfortunately, these words are misapplied, for often enough the term is applied to a person whose dress, business or vulgar display, mistaken by the

Genuine "Quality" is a virtue residing in manufactured products—in new products.

"Quality" is based upon the substantial attributes of Good Taste, Honesty, Courtesy, and

In many cases these attributes are to be found in the surroundings. But how long, think you, can the heirlooms of character remain in the valley?

Philadelphia is fortunate in possessing the elements coming into, that real, "Quality" class which is the basis of Character, is giving to the city an ever-increasing

To such "Quality" circulation, no less than to the honor it has for years, the Public Ledger daily

PUBLIC



Price 10 Cts



ctions were developed after the Civil War a
to the more wealthy or exclusive members
as "Quality Folks."

ese were not always all that the name im-
ough such families were given to snobbish-
en the untutored mind for "Quality."
true and difficult to determine, in families,
newspapers.

substantial foundations of Common Sense,
Prudence, Consideration, Faithfulness.

to be found among people reared amidst the humbler
you, a man or woman possessing such priceless
valley.

ing thousands of families who have come into, or are
which established upon the imperishable foundations
ever-increasing reputation for substantiality and growth.

less than the older families who have known and
ever daily addresses its journalist appeal.



LEDGER

Price 10 Cents

PUBLIC LEDGER

Daily Circulation, 60,000

Rate per line, 20 cents

EVENING LEDGER

Daily Circulation, 100,000

Rate per line, 20 cents

Combined Circulation, 160,000

Combined rate per line,
30 cents

SUNDAY PUBLIC LEDGER

Circulation, 150,000

Rate per line, 20 cents

The SUNDAY PUBLIC LEDGER
may be used in combination
with EVENING LEDGER of any
weekday at combination rate
of 30 cents per line

PUBLIC LEDGER

EVENING LEDGER

INDEPENDENCE SQUARE

PHILADELPHIA



Victor Company Wins Price-maintenance Case Against Macy

License for Use Only on Condition That Full Price Is Paid Upheld by U. S. Circuit Court of Appeals



THOSE manufacturers who have been hoping that the courts would take a more lenient view of attempts at price-maintenance, may extract a grain or two of comfort from the decision in the Victor Talking Machine Company's case against R. H. Macy & Company, which was handed down by the United States Circuit Court of Appeals at New York, January 12. By this decision, which is the first affirmative ruling on the merits of the case since it was started in November, 1914, the Victor Company's plan of licensing its patented products *for use only* is declared to be lawful, notwithstanding the fact that jobbers and dealers are bound by it to maintain resale prices.

CAUSE FOR ENCOURAGEMENT

Though the case is based upon patents, and upon a specific form of license agreement, it has a broader significance than appears on the surface. Many authorities have held, since the Sanatogen case, the Miles Medical case, and the Bobbs-Merrill case, that the courts would construe any agreement which contemplated the maintenance of resale prices as against public policy, whether based upon patents or not. Apparently, however, the courts are not inclined to take so radical a position. This present decision, following the same court's affirmation, in the Cream of Wheat company's case against the Great Atlantic and Pacific Tea Company, of the manufacturer's right to refuse to deal with a price-cutter, is encouraging.

The attorneys for R. H. Macy & Company have announced that an appeal will be taken to the Supreme Court. The full text of the opinion, delivered by Judge Lacombe, is as follows:

UNITED STATES CIRCUIT COURT OF APPEALS, SECOND CIRCUIT
Before LACOMBE, COXE & ROGERS,
Circuit Judges.

VICTOR TALKING MACHINE COMPANY,
Complainant-Appellant
vs.

JESSE I. STRAUS AND OTHERS,
Defendants-Appellees

This cause comes here upon appeal from a decree of the District Court, Southern District of New York, dismissing the bill. Plaintiff is the manufacturer of certain talking machines and sound records, which are covered by patents which it owns. The suit is brought to restrain defendants, who conduct a department store, from selling or offering for sale, or attempting to part with the title and right of possession of any of plaintiff's patented talking machines and sound records. The theory of the bill is that defendant has some of these in its possession, having obtained such possession without the assent direct or indirect of complainant, and that defendant has no right to dispose of such machines and records without the consent of complainant and upon the terms which it prescribes.

Upon the filing of the original bill motion was made to dismiss it under the new Equity Rule 29, which is the equivalent of a demurrer under the old practice. Judge Augustus N. Hand granted such motion and filed an opinion, 222 F. R., 524. Appeal was taken to this court; we held that even on complainant's own theory, his bill failed to make certain allegations which were essential. The dismissal was therefore affirmed, but with leave to amend; 225 F. R., 535. The bill was then amended by inserting these alle-

gations. Motion was made to dismiss the amended bill and was granted by Judge Hough, who filed no opinion; although he delivered one, orally. From the order of dismissal this appeal is taken.

LACOMBE, C. J.

This case presents the familiar one of the manufacturer of a patented article undertaking to extend its use and at the same time regulate the terms and conditions under which it shall be used. It seeks to accomplish this in part by a written contract entered into between itself and every so-called licensed dealer to whom it delivers the possession of instruments or records. This need not be recited, as in substance it is the same as a so-called "License Notice" which is attached to a conspicuous part of every machine. This notice varies only in its statement of the amount of royalty, which of course is different for different types of machine. The notice affixed to every instrument of the type known as Victrola XVI reads as follows:

"This machine is manufactured by us under our patents herein-after noted, and is licensed for use only, for the term of the patent having the longest term to run, and only with sound records, sound boxes and needles manufactured by us; and our records and sound boxes are licensed only for use with our machines. Only the right to use the said machine is granted to Victor distributors and dealers, for demonstrating purposes, with the right to the distributor to assign a like right to regularly licensed Victor dealers at the dealers' regular discount royalty, with the right to the dealers to convey the license to the public to use the said machine only when a royalty of not less than \$200 shall have been paid, and upon consideration that all the conditions of license shall be strictly observed. A similar right is also granted to the distributor to convey to the public the right to use this machine under the same conditions. No

license to use this machine is granted to the public until the full royalty shall have been paid. This machine is not licensed for use for public entertainment for profit; for a license for such public use an extra license fee of ten per cent (10%) of the full royalty shall be payable. Title shall remain in the Victor Talking Machine Company; also the right to repossess the said patented goods upon the breach of any of the conditions upon the re-payment by the Victor Company to the user of the royalty paid by him, less five per cent per annum of the full royalty for each year, or fraction of a year that the user shall have had the use thereof. The Victor Company also reserves the right for itself and its representatives to inspect, adjust and repair this machine at all reasonable times while in the possession of the user, and to instruct the user in its use, but assumes no obligation so to do. All patent rights are reserved by the licensor except those hereby granted to the licensees upon the performance of the conditions noted. Any excess use, or violation of the conditions, will be an infringement of the said patents. The patents under which this machine is manufactured and licensed for use are, among others, as follows: (here follows a long enumeration of the numbers and dates of issue of various patents): and other U. S. Patents under which this machine or parts thereof are manufactured.

"No license is granted to use this machine in any altered or changed condition, or with any parts not manufactured by this company. This machine is licensed for use only in the condition, construction and arrangement in which it is put out by us, and any use of this machine, or parts thereof, in any other or altered construction or arrangement, will be construed as a violation of this license. This machine is licensed for use only with needles supplied by the Victor Company; needles will be sup-

plied by the Victor Company, direct to any licensee of any of its patented machines at wholesale price, upon written request.

"This license is good only so long as this label remains on this machine; any erasure, alteration or removal of this label, or of any of this company's labels, or marks attached to this machine, will be construed as a violation of this license. This machine, at the expiration of the patent having the longest term to run, under which it is licensed, shall become the property of the licensee (the machine being then free of the patents, the subject-matter of the licensee), provided that the licensee shall have faithfully observed the conditions of license, and the Victor Company shall not have previously taken possession of the machine as herein provided.

"An acceptance of this machine is an acceptance of these conditions.

"All rights revert to the undersigned in the event of violation.

"Victor Talking Machine Company,

"Camden, N. J.

"August 1, 1913."

A somewhat similar License Notice is affixed to every sound record or its envelope.

A study of these various documents leads to the conclusion that complainant has undertaken to avoid making such a sale of its machine, as would permanently pass it beyond any further control by itself. We think it has succeeded in so doing; this is not a sale outright, or a conditional or restricted sale or any sale at all.

Under the authorities the owner of a patent who manufactures machines under such patent can give the right to use to whom he pleases upon what conditions he may choose to impose. Some of those conditions may involve pecuniary return, such as royalties, rentals for fixed periods, specified lump sum compensation for the whole period. We do not see why he may not give to one person a more restricted right to use

than he does to another. The Dick case 224 U. S., 1, establishes the proposition that a restriction to use only with other products of the patentee is legitimate. Of course the giving to any person of a "right to use" things of this sort is an idle thing, unless the person is also supplied with the physical thing to be used, to hold the same while he is enjoying the use and complying with its terms.

Turning now to the License Notice. What is granted by the patentee is "only the right to use" the particular machine, unaltered, without parts not manufactured by the Victor Company, maker and owner of the patents and only with records and needles made by the Victor Company, and to use it only so long as the notice unaltered and unaltered remains on the machine. The term for which this right to use is granted is a fixed period "for the term of the patent having the longest term to run"—this term is ascertainable with precision by reference to the notice affixed to the machine which enumerates all the patents.

The character of the use is not the same in all cases.

1. To "Victor distributors" there is given a right to use only for "demonstrating."

As the sole result of demonstration is to induce the public to get the machines it may be assumed that these distributors are paid by the Victor Company.

2. To regularly licensed "Victor dealers" there is also given a right to use for "demonstrating" purposes. Sometimes conveyance of such right to use is made directly by the Victor Company, to the licensed Victor dealer. Sometimes the conveyance is made to the "dealer" by the "demonstrator," who by the terms of the notice is expressly authorized to convey such right to the dealer. These dealers, of course, do not use these machines for their personal enjoyment; their demonstrations are given to induce the public to apply for machines and they are paid by a commission on the amount paid by every person

who may be induced by them to take one.

3. To the public, i. e., to individuals who wish to use the machines generally.

Apparently such conveyances are not made directly by the manufacturer; they are made by "Victor Distributors" or by "licensed Victor Dealers," who are expressly empowered to make such conveyances. For each one of such machines the person to whom a right to use the same is granted and a machine delivered, to be by him used, shall pay a lump sum, which varies with the type of machine.

This is called a royalty; in effect it is a payment in advance covering use for the entire term—down to the expiration of the last patent. During such term the restrictions as to parts, integrity of notice, needles, record, etc., are in force and the manufacturer reserves title in itself. Of course when the patents expire no such restrictions could be maintained and, therefore, when that time comes any licensee (or user) in whose hands a machine may be and who has faithfully observed the conditions, shall receive full title to the same.

The documents are long and complicated, but it seems to us that this is what they provide for. We do not know why, under the law and the authorities a patentee may not thus dispose temporarily of the use and ultimately of the title of a machine made by him and protected by his patent.

The order is reversed.

Grasty On New York "Times"

Charles H. Grasty has been elected treasurer of the New York Times Company, to succeed the late Charles W. Knapp.

Mr. Grasty was managing editor of the *Kansas City Times*, 1884-89; editor and proprietor of the *Baltimore Evening News*, 1892-1908; editor and part owner of the *St. Paul Dispatch and Pioneer Press*, 1908-09, and controlling owner and editor of the *Baltimore Sun*, 1910-1914.

Percy A. Ware, formerly Central Western manager of *Iron Age*, has been appointed special representative of *Export American Industries*, New York City.

An Outside Opinion of Macy's "Straw Vote"

MONTAUK PAINT MFG. CO.

BROOKLYN, JANUARY 10, 1916.

Editor of PRINTERS' INK:

I have read with interest your editorial in the January 6 issue of *PRINTERS' INK* regarding a certain "straw vote" on the Stevens Bill conducted by one of its most energetic opponents.

This concern does practically no business with department stores and did not receive the Macy letter. It happens, however, that the letter was sent to another company in which I am interested.

To begin with, the letter was so written as to plainly show the Macy attitude on the matter and, then, it was probably sent out to all the concerns that they buy goods from. Many of these were the sort of manufacturers who know nothing about distribution and marketing, beyond having their salesmen cool their heels in the offices of department store buyers waiting for a mere chance of getting an order for their unknown wares at a price and terms dictated by the buyer.

With this class of manufacturer the transaction certainly ends when the order is secured, the goods delivered and the invoice paid. To his mind the department store buyer is the beginning and the end, the all and the everything of merchandising. With him the department store is a greater institution than Congress, Parliament, the Reichstag or any Government. The buyer is greater than President, King, Kaiser, Emperor, Czar and Sultan combined. If Macy's are opposed to the Stevens Bill, he says: "I should worry" and votes as they told him they expected him to. It was rather a wise move for Macy's to let the 79 advocates of the Stevens Bill have a "look in."

You are right in getting at "the heart of the question." The bill simply provides for the recognition of a form of contract, not in any way compulsory, which seems to be in conflict with existing laws or at least the interpretation of such laws.

I am not "hot" as a supporter of the Stevens Bill, but believe that those manufacturers who prefer to do business under its provisions should have the opportunity. If retailers don't care to handle their goods they don't have to; there's always plenty of merchandise in the market at "any old price."

FRANK D. CORNELL,
Secty. and Treas.

Periodical Publishers' Assn. Seeks Members

In order to increase the effectiveness of its work, the Periodical Publishers' Association of America has created a new class of membership to be known as Associated Members. Any reputable publisher or accredited representative of a recognized periodical is eligible to membership, subject to the approval of the executive committee.

A Blanket of White

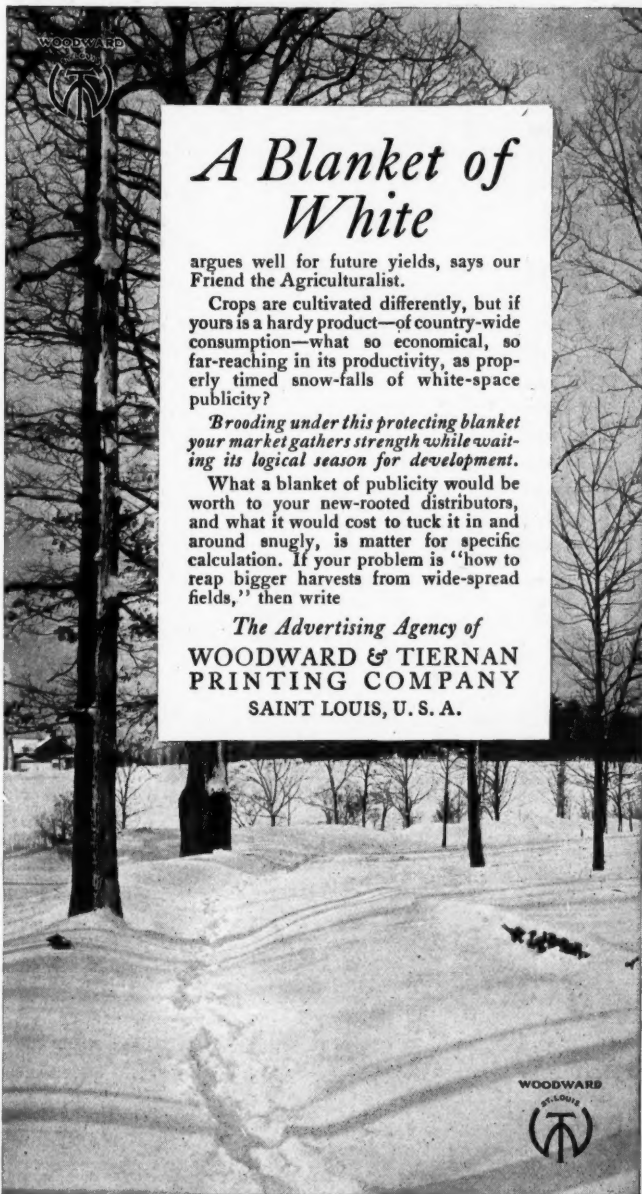
argues well for future yields, says our Friend the Agriculturalist.

Crops are cultivated differently, but if yours is a hardy product—of country-wide consumption—what so economical, so far-reaching in its productivity, as properly timed snow-falls of white-space publicity?

Brooding under this protecting blanket your market gathers strength while waiting its logical season for development.

What a blanket of publicity would be worth to your new-rooted distributors, and what it would cost to tuck it in and around snugly, is matter for specific calculation. If your problem is "how to reap bigger harvests from wide-spread fields," then write

The Advertising Agency of
WOODWARD & TIERNAN
PRINTING COMPANY
 SAINT LOUIS, U. S. A.



Nearly 15 Million Lines of Advertising

In 1915

The Kansas City Star

published 14,955,000 lines of advertising—a gain of 638,000 lines over 1914. 300 pages increase! Nearly a page a day.

Nothing could indicate better the prosperity of the territory served by The Star. Nothing could reflect more accurately the faith of merchants and manufacturers in the buying power of their patrons.

But these figures have another and greater significance.

They mark an ever-increasing interest in advertising news. A widening demand for more complete and dependable information regarding mer-

But these figures have another and greater significance. They mark an ever-increasing interest in advertising news. A widening demand for more complete and dependable information regarding merchandise and merchandising methods.

The Star is more than a newspaper. Its advertising service is as complete and as carefully presented as its news service. It is the mouthpiece of merchants, manufacturers and jobbers. It is an up-to-the-minute reference for the buying public.

It is

the market place---

the forum of exchange---

the means of bringing seller and buyer together---

the money maker for all its readers

The Star goes into every home in Kansas City—not once a day, but twice a day. It has more subscribers in Kansas City than there are families in Kansas City. It is the medium to which Kansas City looks for its advertising information.

Direct Advertising an Important Part in the Scheme of Business Building

Articles That Have Appeared in PRINTERS' INK on This Subject

IN almost every issue of PRINTERS' INK some phase of the subject of direct advertising receives consideration—either in articles specifically treating of the matter or in connection with descriptive campaign articles. Hardly a day passes that inquiries are not received by our Research Department asking for information upon some branch of this important subject. A subscriber wants to have a list of articles that have appeared upon catalogue making; another is about to institute a campaign of direct advertising by form letters, and is in search of advice of a constructive nature; a third asks for a list of manufacturers who are publishing internal house-organs. Two requests are seldom made for exactly the same information—this divergence is another indication of the vast breadth of the subject, and the important part it plays in the advertising scheme.

In the list of subjects which is appended herewith have been gathered some of the more important articles that have appeared in PRINTERS' INK in the last few years relating to direct advertising. As above stated, various direct methods are so closely woven into the warp and woof of the advertising fabric of many important campaigns that they become an intrinsic part of them. It is worth noting how many campaign stories appear in the list, with parenthetical mention of the kind of direct advertising that has been employed,—either booklets, folders, letters, circulars or what not.

While the chief purpose of publishing the list is to give the information that so many subscribers have asked for, it also indicates the encyclopædic character of PRINTERS' INK, and the benefit that accrues from the preservation of back copies.

1915.
 Letters that Sell Stores on Manufacturers' Good Will.—Dec. 30, p. 25.
 Advertising to Students for Future Results (Booklets).—Dec. 30, p. 10.
 Mailing Pieces in "Dress-Up Week" Campaign.—Dec. 23, p. 49.
 Booklets Used in Morse Chain Company's Campaign.—Dec. 16, p. 82.
 Individuality in Return Cards.—Dec. 16, p. 37.
 Eveready Flashlight Story (Folders).—Dec. 16, p. 25.
 Letters to the Dealers List that Cashed In.—Dec. 9, p. 45.
 Recommendations for Advertising Contract (Purchase of printing, paper, etc.).—Dec. 9, p. 45.
 Booklets the Architect Files for Use.—Dec. 2, p. 33.
 Plan that Got "Red Riding Hood" Shoes into Big Stores (Letters).—Dec. 2, p. 72.
 Loss to Advertising in Copy Speculation (Printing).—Dec. 2, p. 54.
 Portfolios Routed by Mail Act as Silent Salesmen (Antiseptol Liquid Soap Company).—Dec. 2, p. 45.
 Fertilizer Companies Join in Educational Advertising (Pamphlets).—Dec. 2, p. 17.
 Western Electric Company Makes Drive on Toy Model (Letters).—Nov. 25, p. 46.
 Conceit of Some Advertisers Defeats Maximum Distribution (Letters).—Nov. 25, p. 18.
 Advertising a Raw Material without Mention of Brand Names (New Jersey Zinc Company—Booklets).—Nov. 18, p. 3.
 How Pyrene Broke into the Dividend Column (Form Letter).—Nov. 4, p. 3.
 California County Makes a Business of Advertising (Follow Up).—Oct. 28, p. 44.
 Advertising to Be Advertised by Booklets.—Oct. 21, p. 49.
 How Garland Stove Company Makes Salesmen Out of Clerks (Booklets).—Oct. 14, p. 54.
 Sizing Up the Other Fellow (Analysis of Competition Booklets).—Oct. 14, p. 4.
 "Merchandising" Your Sales Letters to Fit Your Proposition.—Oct. 14, p. 25.
 New Ways of Telling Old Stories in Letters.—Oct. 7, p. 53.
 How the Ansco Company Created Its Own Distributing Outlets (Mailing List).—Oct. 7, p. 41.
 Letters that "Get Under the Skin."—Sept. 30, p. 61.
 Catalogues, Simple Colors Recommended (Schoolmaster).—Sept. 23, p. 102.
 Letters that Get to "Men Higher Up."—Sept. 23, p. 3.

Loose Leaf Catalogue vs. The Bound Book.—Sept. 16, p. 57.

Sales Letter Experiences of Larkin Company.—Sept. 16, p. 12.

Kolb Portable Building Company Cuts Catalogue Expense.—Sept. 9, p. 77.

How "Wesson Oil" Broke Into New York (Mailing Pieces).—Sept. 9, p. 3.

Malinson. Campaign to Popularize American Made Styles (Pussy Willow Silk—Booklets).—Sept. 2, p. 3.

Some Things a House-organ Shouldn't Do.—Aug. 19, p. 28.

An Advertiser Analyses His Own Case (Hydraulic Press Brick Co. Follow-up).—Aug. 19, p. 25.

Building Up an Investment Clientele by Mail.—Aug. 19, p. 54.

Humanizing the Catalogue.—Aug. 12, p. 61.

Bringing the Letter to a "Climax" Close.—Aug. 12, p. 52.

Teaching Jobbers' Salesmen Where Their Profit Lies (W. N. Matthews & Bros. Letters).—Aug. 12, p. 39.

Printers to Promote Direct-by-Mail Advertising.—Aug. 12, p. 49.

How De Laval Built Up Biggest Separator Business in the World (Booklets, etc.).—Aug. 5, p. 3.

Getting the Better Prospect (Mailing List).—July 29, p. 17.

Boiling Down the Mailing List.—July 29, p. 59.

Getting the Helpful Feature for the Employees' House Organ.—July 22, p. 31.

Turning the Profit Corner by Centering on Quickest Moving Lines (Black Cat Hosiery—Catalogues).—July 22, p. 3.

A Letter Campaign that "Broke the Ice" for the Salesmen.—July 22, p. 37.

Folder of Rad-Fix Sales Company to Automobile Owners (Schoolmaster).—July 15, p. 101.

Short Cutting the Handling of Big Lists.—July 8, p. 53.

Color Harmony in Direct Advertising.—July 1, p. 92.

How "Hotpoint" Has Made "Big Competition" Step Lively (Booklets, etc.).—July 1, p. 3.

How Returns Have Been Increased in Selling by Mail.—July 1, p. 100.

Report of Direct Advertising Meeting, Chicago Convention A. A. C. of W.—July 1, Page 58.

Stunts that Have Multiplied Returns in Selling by Mail.—July 1, p. 100.

Graphic Arts Departmental, A. A. C. of W. (Booklets).—July 1, p. 44.

House-organs Editors Departmental, A. A. C. of W. Convention.—July 1, p. 61.

How the Printer May Take His Place in the Sun.—June 24, p. 55.

Extracts of addresses on House-organs, A. A. C. of W. Convention.—June 24, pp. 113, 137, 138, 141, 142, 145.

Shall the Retailer Issue a Catalogue?—June 24, p. 125.

House-organs Should Be Relevant to Matter Advertised.—June 17, p. 48.

The Personality Behind the Burpee Business (Catalogues).—June 17, p. 3.

The Letter that Rings True.—June 10, p. 17.

Giving the Letter a Running Start.—June 17, p. 17.

Programme of Direct-by-Mail Advertising

Departmental, Chicago Convention, A. A. C. of W.—June 10, p. 94.

Keeping the Catalogue "Alive" in the Hands of Prospects.—May 27, p. 84.

Scouting for Automobile Sales Prospects (Mailing List).—May 20, p. 90.

Selling "Illumination" Rather than Mere "Lighting" Fixtures (National X-Ray Rectifier Co.—Portfolio).—May 13, p. 97.

Problems an Advertising Pioneer Has to Meet and Solve (Ayer and Lord Tie Co.—Booklets).—May 13, p. 46.

A Special Drive that Speeds Up Slow Moving Business (Tapestry Brick—Follow-up).—May 6, p. 18.

"Knocked down Green Houses." Careful Experiment Shown Right Way to Market (Follow-up).—May 6, p. 41.

Railroads Invest Millions in Exhibits at San Francisco Exposition (Follow-up).—May 6, p. 74.

"Ready Cut Houses." Advertising Builds Big Sales of (Form Letter).—April 29, p. 10.

Victors' Method of Developing Sales to Public Schools (Mailing Pieces).—April 22, p. 17.

Selling on Installments (Circulars).—April 22, p. 73.

Finesse in Form Letter Handling That Made Success Certain.—April 22, p. 97.

The Intermediate Letter.—April 15, p. 25.

Getting to Department Store Customers with Manufacturers' Booklets, etc.—April 15, p. 10.

When Sampling is Profitable and When Not (Letters).—April 15, p. 73.

How a Neglected Product Became Chief Profit Producer (Follow-Up).—April 8, p. 33.

Getting Old Customers to Help You Sell (Follow-up).—April 8, p. 53.

Letters that Get Action and Why.—Mar. 25, p. 37.

Meeting the Competition of Lower Priced Goods (Morgan Sash and Door Co. Follow-up).—Mar. 25, p. 21.

Pike Whetstone's Method of Follow-up (Schoolmaster).—Mar. 18, p. 89.

Getting "Plus" Results by Mail.—Mar. 11, p. 91.

Securing and Holding Scattered Dealer Customers (Follow Up).—Mar. 11, p. 83.

Making the Follow-Up Letter Welcome.—Mar. 4, p. 23.

Number of Printing Establishments in the U. S. A.—Feb. 25, p. 63.

Training Employees with an Internal House-organ.—Feb. 25, p. 68.

"Armco Iron" Out of Rut of Raw Products, Advertising Lifts (Follow-up).—Feb. 25, p. 24.

Getting Sales of a Luxury Back to Normal in Hard Times (Sterling Engine Co.—Folders, etc.).—Feb. 25, p. 76.

Some Letters that Proved Winners.—Feb. 4, p. 44.

Winning Back a Lost Foothold (Craddock Terry Co.—Shoes Mailing List).—Feb. 4, p. 37.

100,000 Year Books Tie Dealers to House (B. F. Avery and Sons, Plows).—Jan. 28, p. 86.

Letters that Close the Sale and Why.—Jan. 28, p. 26.

What Constitutes a Good Circular Letter (Schoolmaster).—Jan. 21, p. 156.

Manufacturers' Use of Exhibits at

The Buyers Know They Can Find What They Want in The Iron Age

Better proof of the high regard in which the advertising pages of **The Iron Age** are held by the men who buy for America's great industrial and manufacturing plants could not be found than in the demand for extra and additional copies of the great Annual Review Number.

No sooner had the big number appeared than requests for from one to ten copies began to pour in from the executives and purchasing departments of big plants and small plants in every branch of the metal-working industries. These men—the men with the power to buy and the men who execute their orders—have learned that in the Annual Review Number of **The Iron Age** they can find advertisers who are ready to supply anything and everything they need from the raw material to the finished product. And so when they are ready to buy, they turn to *their* publication, the standard authority of their field—**The Iron Age**.

As a single instance of the pre-eminent position **The**

Iron Age occupies as a buying medium, one of the executives of a Michigan company writes:

"In regard to the manner in which the writer uses **The Iron Age**: Would say that upon receipt of the magazine each week, I go through it from cover to cover . . . read such items as are of interest in the reading matter, and then start from the front cover and read every advertisement—some thoroughly and some I merely glance over.

"However, I aim to cover all of the advertisements each week, as a number of times we have found items advertised which we used and which we were able to buy at prices considerably under what we were paying. Usually I can tell by glancing at a page whether there is anything of interest, and if not, I pass on to the next one, but I make it a point to cover everything in the book.

"We find the magazine to be a very valuable one, giving us information that

could not be obtained elsewhere."

Advertisers as well as subscribers know and appreciate **The Iron Age** to the fullest extent. This was strikingly demonstrated by the fact that over 1300 representative firms in the Iron, Steel, Foundry, Machinery and Metal-working fields used space in the Annual Review Number. The space used by these advertisers brought the advertising section to a total of 562 pages—the largest issue of a trade journal ever published.

These advertisers knew how **The Iron Age** would be used, knew that it would be kept on file and constantly referred to throughout the year. They wanted their names to be in the Buyers' Index, just as a large majority of them keep it there week by week throughout the year.

If you make and sell anything that is needed and used in the field covered by **The Iron Age**, your firm's name should be there not only in the Annual Review Number but in every one of the 52 weekly issues during the year. Twelve hundred other manufacturers are keeping their names and their products prominently before

the buyers in this big, prosperous field in this way, and every one of them counts **The Iron Age** as a most valuable member of its selling organization.

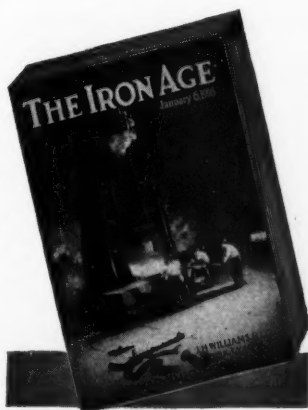
We have a booklet—a mighty interesting booklet to the man with something to sell. This little volume, "**The Iron Age—The Metal Working Market of the World**" contains the most complete analysis of the circulation of any publication ever prepared.

We want you to have a copy. Just tell us where to send it.

THE IRON AGE

239 West 39th Street
New York City

Member of the A. B. C.



- Conventions (Mailing Lists).—Jan. 14, p. 65.
- Letters that Close the Sale and Why.—Jan. 14, p. 17.
- Knowing When to Stop (Editorial) (Follow-up).—Jan. 7, p. 75.
- Swoboda's Plan to Encourage Payment of Installments (Letters).—Jan. 7, p. 23.
- How to Meet High Price Objection Mailing List, American Huhn Metallic Packing Co.).—Jan. 7, p. 66.
- 1914.
- Getting W. D. C. Pipes Off Novelty Basis (Circulars).—Dec. 31, p. 3.
- National Campaign for "Hytex" (Follow-up and Booklets).—Dec. 24, p. 3.
- Catalogues that Tell "How."—Dec. 24, p. 19.
- Dealer Helps (Booklets).—Dec. 17, p. 60.
- C. & K. Hat Sales Increased One-Quarter in a Year (House-organs).—Dec. 17, p. 27.
- Form Letters Aid a Charity Campaign.—Dec. 17, p. 37.
- Mailing Cards Used in F. A. Patrick Co.'s Campaign.—Dec. 17, p. 3.
- The "Dead Language" of Business (Letters).—Dec. 10, p. 17.
- Letters that Win Jobbers' Salesmen.—Dec. 3, p. 20.
- Making the Most of Inquiries (Follow-up).—Nov. 26, p. 75.
- Quality Catalogue Gets Results From Quality Lists (Shoes).—Nov. 26, p. 37.
- Form Letter of Alpha Portland Cement Co. (Schoolmaster).—Nov. 12, p. 90.
- Mail Deliveries During Holidays, Facilitating.—Nov. 12, p. 33.
- House-organs to the Sales Force and Employees.—Nov. 5, p. 76.
- Printer and Competitive Dummies.—Oct. 15, p. 28.
- Fall Dealer Helps (Booklets).—Oct. 22, p. 19.
- Pledging Customers to Help Beat Competition (Hewitt-Lea-Funk Co.)—Letters.—Oct. 15, p. 31.
- Buying Printing, Need for New Practices in.—Oct. 15, p. 10.
- Strategies of Letter Writing.—Sept. 24, p. 32.
- "Literature" that Gets a Reading.—Sept. 24, p. 49.
- Ways of Educating Clerks (Booklets).—Sept. 3, p. 60.
- Newer Methods of Buying Printing.—Aug. 13, p. 50; Oct. 1, p. 36.
- How "Censor of Correspondence" Does His Work.—Oct. 1, p. 17.
- How Sherwin-Williams Works Mailing Lists.—Sept. 3, p. 31.
- Value of Cook-book Advertising.—Aug. 13, p. 86.
- Negative Appeal Hurts Whole Industry (Catalogue).—Aug. 13, p. 26.
- Improving the "Style Book" Catalogue.—Aug. 6, p. 22.
- Mailing Piece of Public Service Cup Co.—July 16, p. 74.
- Riker-Hegeman Generating Power for Rapid Expansion (House-organ).—July 9, p. 3.
- How Market Data Built a Catalogue.—July 9, p. 72.
- Sincerity Expressed in Catalogues.—July 2, p. 67.
- House-organs Departmental—Toronto Convention A. A. C. of W.—July 2, p. 44.
- Printing Departmental—Toronto Convention A. A. C. of W.—July 2, p. 44.
- Direct Advertising Departmental—Toronto Convention A. A. C. of W.—July 2, p. 35.
- Check on House to House Distribution (Schoolmaster).—July 2, p. 118.
- Selections of Addresses, Toronto Convention A. A. C. of W.—July 2, pp. 43, 44, 78, 80, 84, 86, 88, 89.
- Direct Advertising Departmental—A. A. C. of W. Adopts "Standards of Practice."—July 2, p. 31.
- Printing and Engraving Departmental A. A. C. of W. Adopts "Standards of Practice."—July 2, p. 31.
- New Devices in Catalogue Advertising.—June 25, p. 116.
- Extracts from Addresses, Toronto Convention A. A. C. of W.—June 25, pp. 10, 12, 18, 19, 28, 39, 47, 51.
- Lithography, Printing, etc., Shown in Exhibit of A. A. C. of W. at Toronto.—June 25, p. 108.
- How Retailer Became National Advertiser (Catalogues).—June 25, p. 79.
- Talking to Farmers in the Farmers' Language (Follow-up).—June 18, p. 69.
- Judging Value of Data for Catalogue.—June 18, p. 63.
- Study of Product for Catalogue Purposes.—June 4, p. 54.
- How Westinghouse Eliminates Advertising Waste (Printing, paper, etc.).—June 4, p. 24.
- Policies Behind Sears, Roebuck's Selling Work (Catalogue).—May 28, p. 17.
- Reducing Waste in Catalogue Circulation.—May 21, p. 76.
- Sales Co-operation by Catalogue.—May 14, p. 67.
- Catalogues Which Save Sales Effort.—May 7, p. 76.
- Ingenuity in Building Mailing Lists.—May 7, p. 49.
- Catalogues Which Influence Future Buyers.—April 30, p. 23.
- What Will the Booklet Weigh?—April 30, p. 89.
- Follow-up That Clinches the Inquiry.—April 23, p. 116.
- Catalogues that Fit the State of Mind of the Consumer.—April 23, p. 28.
- Building Catalogue to Meet Market Conditions.—April 16, p. 49.
- Impersonal Letters that "Play Safe."—April 9, p. 93.
- How to Avoid Errors in Catalogues.—April 2, p. 87.
- Books on Printing, etc.—Mar. 19, p. 128.
- Consideration for the Use of Color (Booklets, etc.).—Mar. 12, p. 44.
- Salesmen Furnish Tips for House-organ.—Mar. 5, p. 72.
- De Vinne's Work for Better Typography.—Feb. 26, p. 27.
- Story of Yawman & Erbe Business (House-organ).—Feb. 26, p. 10.
- Mailing Cards as Seen by Railway Clerk.—Feb. 26, p. 95.
- Human Interest in Catalogue Copy.—Feb. 19, p. 75.
- Uses of "Built Up" Photograph (Catalogue).—Feb. 19, p. 51.
- Stevens Arms Story (Book).—Feb. 12, p. 3.
- How Timken Stimulates Word-of-Mouth Publicity (House-organ).—Feb. 5, p. 17.
- Building Up "Live Lists of Names."—Feb. 5, p. 28.
- Standard Sizes for Catalogues (Editorial).—Feb. 5, p. 92.

Shaping the Ad to Leave Conviction (Catalogue).—Jan. 29, p. 17.

Gossard Corset Story (House-organ).—Jan. 29, p. 3.

Printer's Processed Letters.—Jan. 29, p. 35.

Good Letters that Feature One Idea.—Jan. 15, p. 10.

Have Form Letters Any Excuse? (Processed).—Jan. 8, p. 83.

Letters that Get the Booklet Read.—Jan. 1, p. 24.

Getting Out First Catalogue.—Jan. 1, p. 85.

Helping Printer Get Results from Cuts.—Jan. 1, p. 50.

1913.
Handling the Paper Problem Profitably.—July 31, p. 83.

Planning and Printing of Mail Pieces. May 29, p. 23.

How the Booklet Goes Through the Printing Shop.—Feb. 27, p. 72.

Tricks in Buying Printing.—Feb. 6, p. 17.

1912.
Right Use of Color in Advertising.—Dec. 19, p. 78.

How the Artist Makes a "Selling" Drawing.—Dec. 19, p. 51.

Why Some Large Advertisers Value Color.—Dec. 19, p. 40.

How to Make Color Count.—May 23, p. 48.

1911.
What Advertisers Ought to Know About Paper.—Mar. 2, p. 3; Mar. 16, p. 68.

British-American Tobacco Profits

The report of the British-American Tobacco Company, Limited, for the year ended September 30, 1915, showed that net profits for the year, after deducting all charges and expenses for management, were \$9,250,295. Dividends paid during the year on common stock amounted to \$4,690,740.

It is probable that another dividend of 7½ per cent will be paid on common stock this month, which would bring the total dividends for the year up to 22½ per cent, as against 24½ paid for the year ended Sept. 30, 1914.

The annual report, however, showed that the net earnings of the company for the past fiscal year were \$1,634,815 less than for the previous year, although profits for the previous year included \$1,056,510 profit on the sale of stock. A. M. Rickards, secretary of the company, said the directors did not believe losses due to the war would amount to more than half of the reserve fund of \$7,500,000, which was set aside at the beginning of the war.

New Advertising Manager for "Shur-on"

A. M. Franklin has succeeded George H. Miller as advertising manager of E. Kirstein Sons Company, Rochester, N. Y., manufacturer of Shur-on eyeglasses. Mr. Franklin was formerly advertising manager of the Defender Photo Supply Company, Rochester.

Postal Deficit and One-cent Postage

Ended! The Post Office Department deficit of over \$11,000,000 last year should, and no doubt will, put an end to the very cleverly organized campaign of a few well-paid organizers and a few large beneficiaries of the one-cent postage crusade. At a time when the Government proposes to tax everything in sight, including bank checks and small incomes, and when the Postal Department faces a heavy deficit, talk of a reduction in the first-class postage rate by one-half is nonsensical, illogical and impossible. The purpose behind this movement is to shove upon the newspapers and other periodicals the load that a few of the prominent patrons of first-class postage would like to get rid of. Yet it is a fact that but for these newspapers and periodicals the income from first-class postal matter, the only profitable branch of the postal service, would be cut in two. Some day, the newspapers will awaken to the truth and when they do, they will put a short stop on the one-cent postal crusaders. They should have done it long ago.—*Leslie's Weekly*.

Packard's Sales

In issuing additional preferred stock to the amount of \$3,000,000, the Packard Motor Car Company makes public the following statement regarding the condition of its business for the year to August 31, 1915:

Gross sales	\$15,547,165
Profits after all expenses and interest	3,587,256
Depreciation charged off....	1,321,330
Net balance	\$2,265,926
Seven per cent stock dividend paid	350,000

The annual report of the company showed property and other tangible assets of over \$21,100,000 as of August 31, 1915. These figures are after writing off the amount for depreciation on buildings, machinery, etc., and without any allowance for good will, patents, etc.

W. L. Saunders On Industrial Preparedness

W. L. Saunders, chairman of the board of directors of the Ingersoll-Rand Company, New York, will speak upon "Industrial Preparedness" before the meeting of the New York Trade Press Association, January 20. After the address two publishers and two editors are scheduled to discuss the views set forth.

Astolf Levin With Sharples

Astolf Levin has been appointed advertising manager of the Sharples Senator Company, West Chester, Pa. For four years he has occupied a similar position with the Gale Manufacturing Company, Albion, Mich.

The Miracle of The South

As The Figures Tell It

The South of today is the result of thirty years of effort as stupendously resultful as the world has ever known.

The influences of the Reconstruction era, the Greenback issue, and the panic of 1873, stagnated the war stricken South until 1880, which year virtually marks the beginning of the New South on the ashes of the Old South.

The years that have followed have been so full of wonderful progress that the world at large has not possessed a vision large enough to encompass it.

The following figures give some idea of this magnificent undertaking:

	1880	1910
Population.....	16,807,298	29,632,809
Railroad mileage.....	22,846	80,676
Value of farm property.....	\$1,909,890,562	\$10,352,483,075
Value of farm products.....	707,330,359	2,048,431,082
Assessed valuation of real estate.....	1,677,847,248	18,227,278,966
Money invested in manufacturing	330,000,000	3,200,000,000
Value of manufactured products.....	791,453,545	3,781,363,342
Value of lumber output.....	40,950,861	413,866,101
Value of mineral output.....	18,000,000	249,179,540

And so, through thirty years of practical miracle working, the South is today a stronger industrial unit than was the entire United States in 1880.

q q q

No single element has been so potent a factor in developing the New South as the Southern Newspapers; their influence and strength have grown proportionately, and, best of all, they have earned and acquired the confidence of their readers.

q q q

If you would touch the purchasing power of the South, reach it through the South's favorite institution—The Newspapers.

MEMBERS OF
SOUTHERN NEWSPAPER PUBLISHERS'
ASSOCIATION.

For full information regarding rates, circulation, territory, jobbers and the like, address papers direct,

ALABAMA

Birmingham, Age-Herald
Birmingham, Ledger
Birmingham, News
Gadsden, Journal
Gadsden, Times-News
Mobile, Item
Mobile, Register

ARKANSAS

Little Rock, Arkansas Democrat

FLORIDA

Jacksonville, Metropolis
Jacksonville, Times Union
Tampa, Times
Tampa, Tribune

GEORGIA

Albany, Herald
Atlanta, Constitution
Atlanta, Georgian
Augusta, Chronicle
Augusta, Herald
Macon, Telegraph
Savannah, Morning News
Waycross, Journal-Herald

KENTUCKY

Louisville, Courier Journal
Louisville, Herald
Louisville, Times

MISSISSIPPI

News-Democrat, Natchez

NORTH CAROLINA

Asheville, Citizen
Asheville, Gazette-News
Charlotte, News
Charlotte, Observer
Greensboro, News
Raleigh, News & Observer
Raleigh, Times
Winston-Salem, Sentinel

SOUTH CAROLINA

Anderson, Daily Mail
Charleston, News & Courier
Charleston, Post
Columbia, Record
Columbia, State
Greenville, News
Spartanburg, Herald

TENNESSEE

Bristol, (Va.) Herald Courier
Chattanooga, News
Chattanooga, Times
Knoxville, Journal & Tribune
Knoxville, Sentinel
Memphis, Commercial Appeal
Memphis, News Scimitar
Nashville, Banner
Nashville, Tennessean

TEXAS

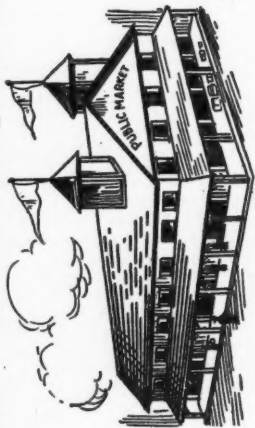
Beaumont, Enterprise
Galveston, News
Texarkana, Four States Press

VIRGINIA

Lynchburg, News

This is the 10th of a series of advertisements prepared by THE MASSENGALE ADVERTISING AGENCY, Atlanta, Ga. for the members of the S. N. P. & A.

Atlanta has no City Market. The columns of the three Newspapers offer the market place for groceries and markets



THE CONSTITUTION

This market represents 194,985 agate lines of space



One Afternoon Paper

These two markets combined represent a total of 161,868 agate lines of space.



The Other Afternoon Paper

For year of 1915 the Constitution, Atlanta's only morning paper, carried 194,985 agate lines of space from the local grocers and markets.

The two afternoon papers combined carried a total of only 161,868 agate lines from these dealers.

The advertising columns of the Constitution are more carefully read by the women of Atlanta than are the columns of any other Atlanta paper.

Its entire clientele represents the best buying ability in Atlanta.

THE CONSTITUTION

ATLANTA, GA.

J. R. HOLLIDAY, Adv. Mgr.

Government of the Salesmen by the Salesmen

Star Salesmen's Club Acts as Advisory Board

ADVERTISERS selling through a sales force operated on the point or quota system will be interested in a new method being used by the Addressograph Company of Chicago to stimulate its salesmen to greater individual effort, and at the same time bring the experience of its most successful men to bear on its sales and advertising policy.

Three years ago this company put the quota system into operation. At first it sought to capitalize the system through a series of short-duration contests. While these contests were productive from the standpoint of sales, W. K. Page, the sales manager of the company, came to the conclusion that such contests were not fair to the men. So the long-duration contest was decided upon, with membership in a "Hundred Club" the reward for making quota. Officers for the club were the men who showed the highest percentage over quota. Those men who made the club were brought into the factory and given a royal good time and an opportunity to exchange experiences.

This year it was decided to put the club to a practical use while it was in session, and let these star salesmen decide on the company's business-expansion policy for the coming year. It was felt by J. B. Hall, the secretary of the company, that the advice of these men, based on field experience, would be valuable. If nothing else, it would provide a sort of parliamentary government for the sales organization; a government of the salesmen, for the salesmen, by the salesmen.

To stabilize the sessions various executive branch managers—that is, the managers of the large offices, such as Boston, New York, Chicago, etc.—were made honorary members and given a vote.

Twenty-four out of a sales force of over a hundred succeeded in winning membership in the

club. These men attended the session held in Chicago the first week in January. This period was chosen because it is usually an "off week" with most of the offices. The company paid all the men's expenses. The meetings were held in the schoolroom at the factory in the morning and at the Auditorium Hotel in the afternoon. They were presided over by the president of the club—the salesman who showed the highest percentage of sales over his allotted quota.

To illustrate the workings of the club: considerable discussion, for example, arose over the matter of featuring educational books or a demonstration of one new model the company is bringing out in the advertising. Most of the salesmen in attendance were of the opinion that having to follow up inquiries from booklet offers was largely a waste of time. "It has been my experience," said a salesman from Memphis, "that better results can be secured by selecting the prospects in the territory which you know ought to have our equipment and concentrating on them until you get them, than by spreading your effort out thinly over a number of booklet inquiries which may represent only a partial list of real prospects." The consensus of opinion was, however, that the booklet still held the advantage in selling in open territory, as it paved the way for a mail solicitation, and showed where the prospects were in a sufficient degree to warrant their use. All the men were very much in favor of the use of educational books and literature to supplement their work, and endorsed from their experience the standardized selling arguments advocated by the management.

Before deciding on the various standardized-sales methods to be enforced this coming year—or rather advocated—the issue was thoroughly discussed by all the

salesmen, and if it involved a point that could be visualized in any way, this was done so that the men might have all data possible before making up their minds.

At one session, for instance, a question arose over the policy of telling the prospect the cost of the equipment when he asked its cost during a demonstration. Most of the salesmen seemed to think it is better to tell the prospect: "It will cost considerably less than a typewriter." Others were of the opinion it is better to come out frankly with the price, as: "It will cost you about \$95 for an equipment to suit your requirements." To settle the point, as a matter of sales policy, a contest was held in which two demonstrations were given by advocates of the different methods. The salesman had to sell the sales manager. A vote was taken at the end of the demonstration, showing the "board" in favor of coming out with the price flatly when asked. Incidentally, many points were brought out in the demonstration that were a decided help to the members of the "board," for the salesmen selected to do the demonstrating were those who had shown the largest volume of sales in that particular equipment and application.

Other policies that were discussed was the matter of advertising the price of the equipment, how long should the product be left on trial, should the company circularize prospects not being called on by salesmen, should the use of automobiles be encouraged by salesmen, and so on. In addition to settling these various questions of policy, papers were read by men who had proved especially strong in certain lines of work. These papers, together with full stenographic report of all that took place in the meeting—except the closed session, where matters relating to salesmen's relations with the house were settled—are to be printed in the company's house-organ for salesmen and distributed to the entire sales force so that they can benefit from the meeting as well.

The plan is declared by Mr.

Page to have proved a great help to the management in getting the viewpoint of the men, and many valuable ideas were secured for the advertising department. For instance, one salesman, in a burst of oratory, inadvertently gave birth to a sentence which the advertising department proposes to use as a slogan in its next year's advertising. In addition to this, the benefit derived by the men attending and by those who will read the report of the meeting in the "Addressographer," the company estimates as being worth many times the cost of the meeting.

Cluett-Peabody's Increasing Sales

As an indication of the widespread improvement of business conditions in the last half of 1915 the annual report of President F. F. Peabody, of Cluett, Peabody & Co., Inc., is interesting.

"The sales of this company," the report states, "for the first half of 1915 reflected the unsatisfactory business conditions of the country—improving toward the end—but showing a decrease of \$558,000. The last half of the year, however, showed a gratifying increase, sales being nearly \$300,000 more than for the last half of 1914, and being the largest second half year in our history."

Advance sales point to a continuation of these favorable conditions for 1916: "The improvement shown in the sales of the last six months of 1915, we believe, will continue, and that the new year will show a larger growth."

"All departments are running full and some overtime."

"The shirt business booked in advance for spring delivery is more than 50 per cent in excess of that of last year."

"The handkerchief department, added last year, is progressing favorably and will contribute a substantial addition to sales."

"General business conditions in Canada are improving, and our sales in that country are showing a gratifying increase."

The net sales for 1915 amounted to \$13,346,004.88, and the cost of raw materials, labor and supplies, operating expenses, general and selling expenses and all administrative expenses were \$11,013,942.37.

Zobian Has C. & C. Ginger Ale Account

The advertising account of E. & J. Burke, Ltd., New York, C. & C. Ginger Ale, has been secured by the James Zobian Company, New York.

From a President's Letter

"There is not very much in the RAILWAY AGE GAZETTE that I do not read, for the reason that what you publish is well worth reading."



President, Chicago, Terre Haute & Southeastern Railway Company

The above excerpt from a letter written by Mr. Carpenter to the Editor of the RAILWAY AGE GAZETTE on December 13, 1916, so tersely attests the success of a policy that we have followed religiously for some years that we cannot refrain from using it as a text.

Mr. Carpenter is the type of an executive who keeps in close touch with the several departments of his road. That he finds the RAILWAY AGE GAZETTE interesting from cover to cover proves, to our mind, that we are making not only a paper that contains carefully selected and edited material, but also one that is well proportioned and evenly balanced.

The railway executive who directs the destinies of the road as a whole or confines his direction to one or more of the several departments is a busy man. If he is progressive, he reads; and he reads the RAILWAY AGE GAZETTE. He is just as much of a specialist as the operating officer of a division or the subordinate in direct charge of the mechanical, or the engineering, or the signal department; his scope, however, is much broader.

While the RAILWAY AGE GAZETTE, it is true, covers every department of railroading, nevertheless, it is a specialist, for it treats the several subdivisions from the viewpoint of the executive. The details of locomotive, car and signal construction, as well as their many parts and accessories, are confined to our other three publications—RAILWAY MECHANICAL ENGINEER, RAILWAY ELECTRICAL ENGINEER, RAILWAY SIGNAL ENGINEER—while the ENGINEERING and MAINTENANCE OF WAY edition of the RAILWAY AGE GAZETTE takes care of the engineering department. These publications are bibles to the men who are responsible to the higher executive; and that is why these papers live and prosper.

Those who sell what railways purchase and who do not at present advertise (by "advertise" we mean the intelligent use of *real* space) would do well to consult us. We know exactly who's who in a railway organization; therefore, we are in a position to direct intelligently the expenditure of an advertising appropriation.

Consult with us today. The time was never more psychological.

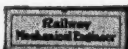
Simmons-Boardman Publishing Co.

NEW YORK

CHICAGO

CLEVELAND

Charter Members Audit Bureau of Circulations



How Does This Service Fit Your Needs?

This advertisement is directed to a certain food manufacturer (and his agent). It is *not* intended for Campbell, Swift, Libby, Kellogg, Quaker Oats, American Sugar, Walter Baker, National Biscuit, Beech-Nut, Genesee, Hills, Borden's, Post, Welch, Red Wing or Hungerford Smith because all of these are regular advertisers in St. Nicholas.

YOUR PROBLEM

A—To make customers ask for your product by name instead of naming the general line.

B—To create active "consumer demand" instead of passive "consumer acceptance."

C—To counteract substitution, whether malicious or honest.

D—To impress your package and trade-mark upon those who go to the stores.

E—To acquaint customers with *every* product in your line, and induce them to *buy* them all.

F-G-H—To make *friends* who will be loyal for life; to sell the *best* people; to sell the *big* families.

OUR SERVICE

A—For 15 years St. Nicholas has been educating its readers to "buy by name." It has now become their fixed habit.

B—Youngsters have a way of their own of getting what they set their hearts on. There's nothing passive about *them*!

C—Children are not sophisticated. No one can make them believe that anything is "just as good" as the things advertised in their beloved magazine St. Nicholas.

D—Nine out of every ten St. Nicholas readers do much of the buying of your kind of goods for their parents—and they *study* St. Nicholas advertisements until they *know*.

E—Young folks are impressionable and progressive. They respond readily and enthusiastically to an appeal about "Something good to eat—*try* it!"

F-G-H—St. Nicholas gives you a friendly introduction to young folks at the age (9 to 17) when they are forming life-long *habits*; its readers are the *cream* of the land; per family there are *three* children, father, mother, grandparents and servants.

OUR "SPECIAL COPY" DEPARTMENT is at YOUR SERVICE

ST. NICHOLAS

A Specific Magazine with a Definite Service

Policy of Associated Clubs Attacked by National Commission Member

Opposition of J. F. Jacobs to Enactment of PRINTERS' INK Statute in South Carolina, Brings a Rebuke From the National Vigilance Committee

AN effort is being made to prevent the enactment of the PRINTERS' INK Model Statute in South Carolina, and strangely enough it is under the leadership of a member of the National Commission of the Associated Advertising Clubs of the World—J. F. Jacobs, of Jacobs & Company, Clinton, S. C., representative of the religious press. Not only is Mr. Jacobs a member of the National Commission, but he is also a member of the Educational Committee, the Ways and Means Committee, and president of the Clinton Advertising Club. His opposition has taken tangible form in letters to members of the South Carolina Legislature, as well as to the members of the Charleston and Columbia advertising clubs, which are in effect a direct attack upon the whole policy of the Associated Clubs regarding fraudulent advertising.

It has been made quite clear to the South Carolina Legislature, however, as well as to Mr. Jacobs himself, that he stands alone in his attitude so far as the Associated Advertising Clubs are concerned. The National Vigilance Committee, through its chairman, has taken pains to point out that Mr. Jacobs does not speak for the National Commission or any other official body connected with the clubs, but that he is voicing his personal opinions only "which are almost without echo in the membership of the clubs." The Charleston and Columbia clubs have vigorously repudiated his stand in letters to PRINTERS' INK, and the Columbia Ad Club has adopted resolutions calling for the prompt enactment of the Model Statute.

Mr. Jacobs' arguments (which sound strangely familiar, though it is a long time since they have been seriously advanced), are contained in the following letter to

the Hon. Alan Johnstone, Jr., the sponsor for the bill in the Legislature. No extended comment is necessary beyond that contained in the letter from Merle Sidener, chairman of the National Vigilance Committee, which is subjoined. Mr. Jacobs writes:

"CLINTON, S. C., Dec. 23, 1915.

"HON. ALAN JOHNSTONE, JR.

"COLUMBIA, S. C.

"We note in the *Columbia State* that you will offer a bill for passage at the next meeting of the Legislature, making it penal to produce advertising of any sort containing assertions or statements which are untrue, deceptive or misleading.

"The writer strongly opposed the passage of this or a similar bill at the last meeting of the Legislature, and wishes in advance to call your attention to the defects and likely injury of such a law.

"First, as to the defects. Note that it does not make it penal to tell a lie, to falsify, to mislead, or to make untrue statements. It only makes it penal to publish or print in one advertising form or another statements which are untrue, deceptive or misleading. Hence, the man who does not advertise can have his salesman, his clerks or himself do as much deceptive work as he pleases. He may make as many misstatements in regard to the goods, merchandise, securities, services, etc., as he pleases and he will not be guilty of misdemeanor. Yet if he prints, or has printed, any such statements he becomes guilty.

"The man, therefore, who does not advertise can be an honorable man and lie and have his employees lie for him. The man, however, who prints his statements, or publishes them in any way, if they are deceptive is subject to penal statute. Manifestly

this gives a great advantage to the non-advertiser over the advertiser, and if the advertiser is getting the better of the non-advertiser in business the non-advertiser can bring his advertising competitor into disrepute by bringing a case against him before the court, while the advertiser cannot bring a case against the competitor who does not advertise, though that competitor may be guilty of identically the same misstatements and misrepresentations. This is manifestly unfair.

"Now, our house stands for truth in advertising. We are members of the Associated Advertising Clubs of the World. The writer is a member of the National Commission of that body, which is the lower House of Representatives. He is also honored by being a member of the Ways and Means Committee, also a member of the Educational Committee, and also a member of the special committee of the Educational Committee dealing with study courses and lectures.

CANCER CURED AT THE KELLAM HOSPITAL.

The record of the Kellam Hospital is without parallel in history, having cured without the use of the knife, acids, X-ray or radium, over 90 per cent of the many hundreds of sufferers from Cancer, which it has treated during the past eighteen years. We want every man and woman in the United States to know what we are doing.—KELLAM HOSPITAL, 161, West Main Street, Richmond, Va. Write for literature.

FROM "BAPTIST AND REFLECTOR," A PAPER
WHOSE ADVERTISING DEPARTMENT IS
IN CHARGE OF JACOBS & CO.

"Hence, it would be natural to assume that we are intensely interested in the advancement of honest advertising, but we do not believe that this bill will conduce to that result, but rather that it will be an impediment in the way, for honest advertising is a problem of moral suasion and not a subject for legal enactment.

"There is no law on the statute books requiring that people tell the truth. There are laws against

perjury, but if a man merely tells a lie in regard to an article of commerce, misrepresenting it, there is no law to cover his case. If you will make your bill broad enough to cover all misleading statements, all falsifications, whether made by word of mouth, or printed, we would stand strongly for the bill, at least in theory. We think it would be inoperative in practice. This last conclusion we reach from the fact that it is so difficult for the courts to construe a law or to determine upon facts that no court in the world has ever yet attempted to define the word "truth." What is truth in religion, for instance, to a Baptist, is false to a Methodist. What is true to a Catholic is repudiated by a Mormon. What the Presbyterian regards as truth a Jew would regard as absolutely false. This is not only true in religion, but true in history. No two historians paint a given character identically the same, or make the same statements as regards facts.

"There is no such thing as absolutely, positively known history. Indeed, it is not possible even for us to form a conclusion in regard to truth in facts in present-day events. Each newspaper paints an incident according to its own idea, and frequently the ideas are in absolute conflict. The various schools of medicine conflict. The various schools of philosophy oppose each other. The various schools in scientific lines oppose each other. There is indeed very little that we can say that is absolutely, positively known to be true, and even in that very little varying forms of statement give divergent points of view."

THE BOGY OF THE NON-ADVERTISER

"Truth is an ideal, it isn't a measuring-rod. It isn't a gallon measure. It is not subject to mathematical definition. Hence, no court in the land could find a rule to measure, and the consequence would be that while some court might happen to hit upon justice on a given case, most other cases would result in injustice.

Six years ago, in 1909, John Wanamaker bought a full page, every day, for five years, in the Brooklyn Standard Union.

At the end of that five years, Mr. Wanamaker made another five-year contract for "full" copy in the Standard Union.

This is the only Brooklyn paper which carries full copy from America's greatest advertiser.

We believe that such a statute would merely be an instrument in the hands of the non-advertiser to torment, annoy, and discredit his successful advertising competitor, and that it would serve no other good purpose.

"We believe too, that the moral suasion of the work of the Associated Advertising Clubs, and of the Church and of moral teachers generally, will gradually bring about a much better reform in advertising than can be accomplished by legislative enactment.

"Dead-letter laws discourage moral progress rather than expedite it. Hence, we urgently recommend that you do not introduce the bill.

"We are taking the liberty of sending a carbon of this letter to

fine anything, which is entirely too large an assumption, we believe.

"Philosophical study of the underlying principles involved in this bill would, we believe, bring the advertising clubs also to the conclusion that it is a good thing to let it alone, and that the great moral reform now being accomplished in advertising circles throughout the United States and Canada by the great work of the Associated Advertising Clubs will not be benefited, but rather impeded by legislative enactment of this sort.

"PRINTERS' INK would get a great deal of prestige out of the passage of the law in all States, but whether anybody else would be benefited is a question.

"Moreover, if the law were applied to PRINTERS' INK, or to any other publication on the face of the earth, no matter how conscientiously and carefully censored as regards true statements, it would be found that there is hardly an issue without misrepresentation. Moreover, it would not do to say to the advertiser, 'You shall not enthuse over your own goods. You may have the best goods, but you dare not say so for fear that by some accident you might slightly exaggerate and therefore be liable under the law, for punishment.' Such a law would eliminate adjectives from copywriting, would kill the enthusiasm so essential to the advancement of business interests.

"For instance, if you were advertising the South for Northern and Western immigration, you would not dare to pronounce any panegyric upon our climate, natural resources, or other advantages, for fear that you might in some measure misrepresent, exaggerate, or otherwise mislead. The result would be that your advertising wouldn't attract anything at all and would kill the progress of the South so far as it might be produced by advertising to the world its advantages. The same principle applies to advertising any other commodity. The advertiser

(Continued on page 81)

CANCER TREATMENT

Proves Successful

It is a strictly medical treatment used internally and externally. Dr. O. A. Johnson, Suite 492, 1320 Main St., Kansas City, Mo., has used this combination treatment for more than sixteen years with remarkable success and without using the knife. It can now be proved by living witnesses who came from many states and received this treatment three to fifteen years ago with no signs of return of the disease. Full particulars and proof of this rational treatment will be sent free to anyone writing for it.

FROM "FIRM FOUNDATION," A PAPER
WHOSE ADVERTISING DEPARTMENT IS
IN CHARGE OF JACOBS & CO.

the Columbia Advertising Club and to the Charleston Advertising Club. We presume that you have been induced to take this matter up largely through the influence of Associated Advertising Clubs, and the influence brought to bear upon the Associated Advertising Clubs is an influence emanating from a single publication which, while it has secured the endorsement of many clubs and their support, and the passage in many States, we believe has had that support without very careful thought on the part of the supporters, and has rather been taken at its face value on the assumption that the passage of a law brings about the rectification of the evil, which is far from being the fact, as you know; also on the assumption that the courts can de-

Electrical World Engineering Record
Electric Railway Journal
Metallurgical and Chemical Engineering

Members Audit Bureau of Circulations

In These Four Papers

your advertisements are insured respectful attention by the type of men Mr. Benjamin classes as
 "The Dominant Minority."

EXTRACTS FROM AN ADDRESS BY

CHAS. L. BENJAMIN, Secretary
Klau-Van Pietersom - Dunlap, Inc.
Advertising Agency
MILWAUKEE

"Few of us have opportunity to acquire knowledge at first hand on more than one or two subjects."

"The truth of the matter is that nearly all the opinions we hold are formed by comparatively small groups of men who specialize on subjects of which we are ignorant and who are in turn influenced by our opinions concerning matters on which we are well informed and they are ignorant."

"It is always to the specialist that we turn when in need of information on matters outside the restricted field with which we are personally familiar."

"These comparatively small groups of men who exercise such incalculable influence on the opinions of their fellow men I call 'The Dominant Minority,' and it is for the purpose of enlisting on the side of the product in which we are interested the favorable opinion of these men that we use the advertising pages of the trade and technical press."

"When we undertake to advertise a technical product (meaning by 'technical' any article pertaining to a particular art, science, profession or trade) we find that the general public, having no knowledge of the matter on which to base an opinion of its own, is very apt to reflect the opinion entertained by the particular trade or profession to which the thing advertised pertains."

"There is another angle to this question that we must not overlook. We are all of us too prone to measure advertising by its visible results, to estimate the value of advertising mediums by the 'cost per inquiry,' forgetting that, like the forces of nature, the effects of advertising are often most potent when least perceived."

"I recall one trade paper campaign where for more than a year full-page copy weekly in two publications produced hardly any inquiries at all, but at the end of that time the advertiser was swamped, not with inquiries, but with orders."

"If you advertise you must have faith—faith in the goods you make or sell—faith in the publications you use—faith in the common sense of the people who read your advertisements."

If you have "technical" products to sell and want to know what the above-named papers can do for you

Ask Benjamin—He Knows

PROGRESSES

The Star is Changing the Afternoon Newspaper Situation in St. Louis

The Star's Record for 1915 was one of splendid progress both in advertising and Circulation. In comparison with its afternoon contemporaries The Star's steady advance is attracting the attention of advertisers not only in St. Louis but throughout the United States wherever advertising mediums are discussed.

GAINS IN ADVERTISING

In Local Merchants' Display Advertising

THE STAR 327 795 lines GAIN

Nearest Competitor . . . 255,639 lines

225,624 lines LOSS

In Foreign Display Advertising

THE STAR . . . 68.250 lines GAIN

Nearest Competitor. . . 40,125 lines LOSS

2nd Nearest Competitor . 80,103 lines GAIN

In Total Display Advertising

THE STAR . . . 396,045 lines GAIN

Nearest Competitor . . . 215,514 lines

2nd Nearest Competitor . 145,521 lines LOSS

In the Total Volume of Paid Advertising More Than its Nearest Competitor

The Star GAINED 125,517 Lines

2nd Nearest

1

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PROGRESS



THE BEST LIVING NOVELIST

of society—and the writer who knows most about the leaders of society—is unquestionably Mrs. Humphry Ward. Her great literary talent was discovered by Gladstone. She has taken a distinguished place, not only in literature and society, but in politics.

Naturally Mrs. Ward wishes her newest book, "Lady Connie," to appear in the *one* magazine now recognized as most read by women of American society. With the whole field to choose from, she has selected

HARPER'S BAZAR

*The March issue
is the Spring
Fashions Number*

*Last forms for
March close
January 25*



ing man and the salesman must be enthusiasts over what they are selling, and they must be allowed some reasonable degree of strong statement in regard to the quality, prices and terms of the commodities which they offer.

"A concern which advertises, that is which publishes its advertising, is open to the condemnation of public sentiment if it lies clearly in the advertising and will certainly bring down such condemnation on its head. A concern, however, which lies in private is not open to such condemnation and rather should be the subject of your attacks under legislative enactment than the safer business house which comes into the open and publishes its statements.

"Advertising houses are generally much more reliable and much more careful to state the truth in their published statements than houses which do not advertise are careful in their private and individual statements.

"Yours sincerely,

JACOBS & COMPANY,

"Per J. F. JACOBS."

Mr. Sidener's letter is also addressed to Mr. Johnstone, but a copy was sent to Mr. Jacobs "to make clear where the Associated Clubs stand in this matter."

"INDIANAPOLIS, Jan. 8, 1916.

"HON. ALAN JOHNSTONE, JR.,

"COLUMBIA, S. C.

"We are indeed glad to know that you contemplate introducing a bill against false advertising (which is the PRINTERS' INK Model Statute) during the coming session of the South Carolina Legislature.

"We are very much interested in statements made to you in a letter written by J. F. Jacobs, of Jacobs & Company, Clinton, S. C.

"The arguments which Mr. Jacobs advances in his letter to you are important if true. In our judgment his arguments against this law are without foundation of fact. In the first place, Mr. Jacobs has, by inference, misrepresented the attitude of the Associated Advertising Clubs of the World in respect to this legislation. We unqualifiedly favor the

enactment of the PRINTERS' INK Model Statute in every State in the union. Thirty-two States now have advertising laws. In all of these States we have aided campaigns to have these laws passed.

"Although Mr. Jacobs is president of the Clinton Advertising Club, and is one of the three representatives of the organized religious press on the National Commission of this association, we emphatically repudiate Mr. Jacobs' stand in this matter. He is voicing his personal opinions only, which are not shared by

Dr. Osler on Tuberculosis

Sir William Osler, Regius Professor of Medicine at Oxford, says in his "Practice of Medicine" (1892), on page 249: "The healing of pulmonary tuberculosis is shown clinically by the recovery of patients in whose sputa elastic tissue and bacilli have been found. * In the granulation products and associated pneumonia a scar tissue is formed, while the smaller caseous areas become impregnated with lime salts. To such conditions alone should the term healing be applied."

The success of Eckman's Alterative in tuberculosis may be due partly to its content of a lime salt in such combination with other valuable ingredients as to be easily assimilated.

It is worth a trial, unless other treatment already is succeeding. We make no promises concerning it any more than do reputable physicians with their prescriptions, but since it contains no opiates, narcotics or habit-forming drugs, it is safe. Price \$1 and \$2 per bottle. Sold by leading druggists or sent direct from the Laboratory. We would like to send you a booklet containing information of value and references.

ECKMAN LABORATORY,

22 N. Seventh St.,

Philadelphia.

FROM "ASSOCIATE REFORMED PRESBYTERIAN," A PAPER WHOSE ADVERTISING DEPARTMENT IS IN CHARGE OF JACOBS & CO.

officials of the Associated Advertising Clubs of the World, and are almost without echo in the membership of the clubs.

"This law is not class legislation. A Cincinnati court has pointed out that this law applies to all advertisers alike. It is doubtless already a crime in your State to obtain money by false representations in the sale of goods, and this law regulating advertising is an improvement on existing fraud statutes in so far as it forbids the false and misleading statement in advertising upon which people rely and which is, or may be, the first step in a consummated fraud.

"This legislation is preventive, and as such it is legally sound. The State courts and the Supreme Court of the United States have repeatedly held that laws penalizing slight or even innocent offenses, in order to prevent more serious crimes, are without constitutional objection.

"It is well to bear in mind that a spoken untruth in the sale of merchandise reaches but few people and its effect is small and soon dies out. But the printed untruth reaches thousands and sometimes hundreds of thousands, and it is of long life. As James Keeley, publisher of the *Chicago Herald*, has expressed it, 'the spoken lie is evanescent, but the printed lie lives on forever. There is no such thing as a white lie in print. Every printed lie is a black lie.'

"Mr. Jacobs is economically unsound in his arguments, especially when he points out that a law compelling advertisers to be truthful in their statements would give the non-advertiser advantage over the advertiser. The fact is that as long as the advertiser is unwise enough to use false or misleading statements in his advertisements, the non-advertiser profits by the distrust and suspicion bred in the public mind against all advertising. As a burnt child dreads the fire, so the person who has had an unfortunate experience with advertising refuses to be influenced again by the medium which misled him.

"Most business men are advertisers to-day, and most business men are interested in the greater productivity of advertising. Advertising can be made more productive when it is made more accurate and reliable in its statements of fact. The greatest need facing advertisers to-day is to build greater confidence in advertising, and that can be done only by making advertising trustworthy.

"Five years ago the PRINTERS' INK Model Statute was drawn up by Harry D. Nims, a well-known member of the New York bar. Mr. Nims searched statutes which might have any bearing upon this

law, back to the very beginning of law. He has built it wisely and well. PRINTERS' INK retained Mr. Nims to write this statute and advocated its enactment throughout the country because it realized the need of a law to prevent advertising abuses and preserve public confidence in advertising. In its action PRINTERS' INK was representing the best element of advertising interests in this country, merely representing honest advertising men in the good move to make advertising more worthy of public confidence and patronage.

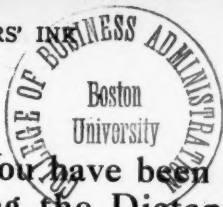
"We have kept in touch with advertising clubs, business organizations and prosecuting attorneys in every State in which laws exist. We have a record of almost all prosecutions instituted in any of these States. There are not many of these prosecutions, it is true, but wherever they have been brought they have been instituted after moral suasion and business logic failed to turn the unscrupulous advertiser from his unfair and illegal methods.

"It is significant to note that from June, 1914, to June, 1915, out of nearly 900 cases of alleged misrepresentation in advertising investigated by the vigilance committees of advertising clubs, in the United States, only 11 prosecutions were found necessary under advertising laws.

"Experience has taught, and we know whereof we speak, that competitors do not use this law to advance maliciously selfish ends. In the first place, competitors fear public exposure of their motives if they attempt any such course. Even in our vigilance committee work, competitors do not want to appear as complainants in any case, whether handled by moral suasion or by court action. In the second place, prosecutors are not inclined to issue warrants brought by one competitor against another. They are prone to analyze motives and to withhold the warrant if there appears to be anything malicious or vindictive in the competitor's action. Any law may be misused.

(Continued on page 87)

PRINTERS' INK



You have been reading the Dietaphon advertisements. Did you know who wrote them?

Hanff-Metzger

Incorporated

Advertising Agents

95 Madison Ave., New York

*Send for the Hanff-Metzger
"Blueprint"*

Are YOU Looking Forward To Bigger Returns? Ou

HOUSEHOLD NUMBER
MARCH 1916
COMFORT

*The Key to Happiness and Success
in over a Million and a Quarter Homes*

Vol. XXVIII

Published at Augusta Maine

No. 5



A WINDOW BOX
FOOD COOLER

DINING
ROOM IN
AN ALCOVE
OFF
KITCHEN

A NEAT ARRANGEMENT
OF FARM KITCHEN

HOME MADE FIRELESS
COOKER

Uncle Sam teaches housekeeping

See Article inside

ns? **Our Great Household Number Will Help.**

It's YOUR Move. FORWARD M-A-R-C-H!

TO give COMFORT advertisers the fullest possible advantage of the present unprecedented prosperity we shall issue a March Household issue, packed full of buying ideas and inspirations.

It will contain articles on Household Conveniences, Kitchen Kinks, Decorative Furnishings and Kitchen Economy. Two of the big features will be a strong interview with Mrs. Marshall, wife of the vice-president; and an authoritative article on "Uncle Sam Teaches House-keeping."

This March COMFORT will reach our rural readers at a time when it is easy to get their attention—at a time when housecleaning indoors and the approach of Spring outdoors combine to put them in a buying mood. They are planning repairs and improvements, are buying tools and equipment, are getting ready for another season.

In these days when Boards of Directors are holding Advertising Departments to such "strict accountability" it becomes increasingly necessary to use *Magazines That Pay*. COMFORT is the best of them—and the March forms close Feb. 10.

W. H. GANNETT, Pub., Inc.

AUGUSTA, MAINE.

New York Office: 1620 Amman Hall
WALTER R. JENKINS, Jr., Representative

Chicago Office: 1635 Marquette Bldg.
FRANK H. THOMAS, Representative

The Choice of Two Hundred and Eighty Advertising Analysts

When a committee, composed of 280 of the keenest and most critical advertising agents, unanimously agree—

When these shrewd, unbiased judges of selling power say "It is our choice"—

Is that proof enough for you?

Advertising is not a game or a gamble with the advertising men of today. It is business—a business without personal preference or prejudice—a business where selling influence and buying power are the only elements that count.

280 general advertising agents throughout the United States placed more business in "The Record" during last year than in any other morning newspaper in Philadelphia.

Philadelphia is a city of individual homes, and "The Record" is delivered by carrier each morning to a greater number that may be classed as "worth-while" than any other newspaper, morning or evening, giving the quantity of quality essential to success.

The Philadelphia Record

Philadelphia's Home-Delivered
Newspaper

Record Bldg.

Philadelphia

Chicago Representatives
Hasbrook, Story & Brooks
Peoples Gas Building

New York Office
J. F. Finley, Mgr.
Flatiron Bldg.

"The mere fact that this law exists upon the statute-books of the State, sets up for business men standards to which they adhere of their own volition. Business men as a class do not attempt violations of the law, but without the law, misrepresentations in advertising may run riot. Even honest business men feel that they are forced to misrepresentations by the liberal use of misstatements in the advertisements of unscrupulous competitors, upon whom no legal restraint is placed.

"It has been said that 'competition is the life of trade,' the whole truth is, that honest competition is the life of trade and untruthful advertising is a vicious, insidious form of unfair competition, which leads to demoralized trade condi-

or misleading. It is easy enough for your courts to decide whether or not a statement of fact is involved in any alleged violation of this statute. The law does not attempt to limit or hinder any advertiser in praising merchandise or in the sincere expression of mere opinion. It may be unwise to boast vauntingly in advertising, but that is a question of individual practice and is not controlled by this law."

WILL HELP EVERY HONEST ADVERTISER.

"It is foolish and ridiculous for any advertising man to assert that this law will in any way dampen enthusiasm in advertising, or weaken the lure of well-written copy. Every advertisement is entitled to its legitimate lure, and it is the function of this law to build up respect for advertising by cutting out the deceptions and falsehoods. If it is truthful, clean and reliable it will have increased efficiency.

"This law will help every honest advertiser in your State. The only advertiser whom this law will hinder is the advertiser who unfairly markets his goods by false or deceptive statements, or the advertiser who wants to misuse advertising by employing its remarkable power to market a dishonest product.

"Reputable business men are, as a rule, extremely careful in their advertising statements. They have found that to deceive people through advertising is foolish. But there are those who have not yet discovered this fact. There are still others who are unscrupulous and are in business only for quick, temporary profits, often obtainable by glittering misrepresentations in advertising.

"Honest business needs protection from the ignorant advertiser and from the unscrupulous advertiser—protection which this law will give. The public needs protection from exploitation by misleading advertising. All of us are

SISTER: READ MY FREE OFFER!



I am a woman.
I have a woman's brain.
I have a woman's heart.
If you, my sister, are unhappy because of ill-social pleasures, or daily employment, write and tell me just how you suffer, and ask for my free ten days' trial of a home treatment suited to your case. You cannot understand my own sufferings. What we women know from experience, we know better than any man. I want to tell you how to cure yourself at home at a cost of about 15 cents a week.
If you suffer from women's peculiar ailments (menstrual pain in the head, back, or loins, feeling of weight and dragging-down sensation, falling or displacement of pelvic organs, causing kidney and bladder weakness or constipation and pain, painful or irregular periods, catarrhal conditions and discharges, extreme nervousness, depressed spirits, melancholy, desire to cry, fear of something evil about to happen, creeping feelings along the spine, palpitation, hot flashes, weakness, aching complaints with dark circles under the eyes, pain in the left breast, or a general feeling that life is not worth living.

I INVITE YOU TO SEND TODAY FOR MY FREE TEN DAYS' TREATMENT and learn how these ailments can be easily and surely conquered at home without the dangers and expense of an operation. When you are cured, and able to enjoy life again, you can share the good word along in some other sufferer. My home treatment is for young or old. To members of my family, I will explain how to overcome green sickness (chlorosis), irregularities, headaches, and lassitude in young women and restore them to plumpness and health. Tell me if you are worried about your daughter. Remember, it costs you nothing to give my home treatment a ten days' trial, and does not interfere with daily work. If health is worth seeking for, then accept my generous offer and write for the free treatment, including my illustrated booklet, "Woman's Own Medical Adviser." I will send all in plain wrappers postpaid. To save time, you can cut out this offer, mark your feelings, and return to me, hand today, as you may not use this offer again. Address,

MRS. P.M. SUMMERS, Box 599 SOUTH BEND, IND.

FROM "FIRM FOUNDATION," A PAPER WHOSE ADVERTISING DEPARTMENT IS IN CHARGE OF JACOBS & CO.

tions and smaller profits on every hand.

"Not only does misrepresentation in advertising deceive the public, but it actually results in lost patronage to the merchant using it, in the long run, and to the harm of all business. The misleading statement is a boomerang. It undermines public confidence in all advertising and weakens the power of the printed word to produce results for even the most truthful advertising.

"You will bear in mind that this law only forbids statements of fact which are untrue, deceptive

inclined to believe that what we see in print is true. We have a right to rely upon printed statements of fact which are offers to sell us merchandise or service.

"Mr. Jacobs makes the point that it is no crime merely to tell a lie. But it is a crime in every State to obtain money under false pretenses in the sale of goods. Advertising is printed salesmanship, and untrue advertising is the worst form of lying, and should be prohibited by every State.

"You will note in the enclosed booklet a quotation from the Boston Chamber of Commerce report which shows that, after painstaking investigation, that body found the PRINTERS' INK Model Statute to be successful in its workings, and of great service to all honest advertisers. Our work, our investigations and our knowledge entirely support the findings of the Boston Chamber of Commerce.

"Because the law has not been used to any great extent in any State is no sign that it is a dead letter. On the contrary, the law has been a mighty live factor in developing more productive advertising and better business in every State where it has been enacted. This has not been done by harsh prosecution methods. Yet, with the law behind the educational and co-operative methods of advertising clubs and other business organizations, splendid results have accrued to modern business everywhere.

"The Post-Office Department has co-operated closely with our organization, and has taken a decided stand against untruthful advertising. The Postmaster-General in his recent report, commented very favorably upon the work of advertising men and business men which is bringing about more truthful advertising. And all of this work has been made possible and effective by proper legislation.

"We believe firmly that the PRINTERS' INK Model Statute is the best law of its kind which could possibly be enacted in South Carolina under present business

and advertising conditions. It has proven successful everywhere, and it will prove successful in your State.

"The eyes of the nation are upon South Carolina in this matter. The Associated Advertising Clubs of the World sincerely hope that you will introduce this bill and fight for its enactment, despite the efforts of Mr. Jacobs, or any other man or any group of men influenced by opposing arguments. The legislation will prove popular in your State as it has proved in Louisiana, New Jersey, Missouri, Minnesota, Ohio and the other great States in which it has been enacted.

"We stand strongly behind you and the Columbia Advertising Club and the Charleston Advertising Club, and the other honest business interests of the State. We will fight with you every step of the way and employ every honorable means possible to help you place this good, necessary, constructive legislation upon the statute-books.

"NATIONAL VIGILANCE COMMITTEE,
"MERLE SIDENER, Chairman."

Wurlitzer Making Dwarf Piano

The Rudolph Wurlitzer Company placed on display in its Chicago and Cincinnati stores early in January a piano of entirely new design. It might be described as a "baby upright," being less than four feet in height, having a folding keyboard of seven octaves, and having a depth of little more than a foot when the keyboard is folded upward and locked. Its weight is 385 pounds.

The company believes there can be developed an active demand for this small instrument for use on private yachts, private cars, in hotel suites, boudoirs, and in musical acts. It is probable also that it will be pushed in the export field, as its small size and light weight will make for economy in shipment.

Promotes Slack Season Sales

The Dow Wire & Iron Works, of Louisville, Ky., has started an unusual newspaper campaign, the purpose being to sell fly-screens. The argument presented is that, by having screens made now and stored by the manufacturer until wanted when warm weather arrives, the user will save money, as lower prices will be quoted during the dull than in the rush season.

6



The Reader's Guide

Conducted by May Latimer and Becker

This Department will assist in the selection of books for special purposes, such as Reading Lists, Club Papers, etc. It does not exclude those of earlier publication, it will devote particular attention to books of recent issue.

M. R. B.—Will you please tell me who are the best short-story writers now publishing in America?

This is the sort of question that makes me hasten to turn off some of the responsibility to some one else, "best" being such an elastic word. Mr. E. J. O'Brien, of the *Boston Transcript*, chose for the five best short stories of 1914, in order of merit, "Brothers of No Kin," by Conrad Richter, in the *Forum*; "Addie Erb and Her Girl Lottie," by Francis Buz-zell, in the *Century*; "A Simple Tale," by John Galsworthy; "The Bravest Son," by Mary Synon, and "The Triumph of Night," by Edith Wharton, all three in *Scribner's*. Leaving out the English contingent, here is something to begin with.

Of recent collections in book form, I should place at the head the two volumes by Katherine Fullerton Gerould, "Vain Oblations" and "The Great Tradition" (*Scribner*; each \$1.35), and Arthur Sherburne Hardy's "Diane and Her Friends" (*Houghton Mifflin*; \$1.25). Their psychologic value, the sure yet delicate handling, put them in the line of the "great tradition" of the American short story, though Mr. Hardy's background is French. * * * * * Good stories are pretty generally distributed through the magazines, but if I could have but two, I would choose *Scribner's* and the *Atlantic*.

*If advertisers were
to select advertising
media (entirely) for their
editorial work Scribner's
would be at the top of
most lists*



For more than 30 years THE BREEDER'S GAZETTE has gone up and down the highways and the byways of the English-speaking world bearing its message of good live stock as the backbone of all good farming.

It makes its appeal to the good sense and the understanding of men who take farming to be a practical business proposition, to be studied in the light of all available facts.

It goes to them only upon invitation, breaking in unasked upon no man's privacy.

Quality of contents the only inducement offered subscribers—no premiums, prizes nor inside rates for anyone.

If you are seeking business in the farm field THE GAZETTE can introduce you to the farm owner who has made a success of his business.

THE BREEDER'S GAZETTE,

542 South Dearborn Street, CHICAGO.

Member of Audit Bureau of Circulations

GEORGE W. HERBERT, Inc.
Western Representative,
600 Advertising Bldg.,
CHICAGO, ILL.



WALLACE C. RICHARDSON, Inc.
Eastern Representative,
41 Park Row,
NEW YORK CITY.



Selling Help Advertisers Should Look to Trade Journals For

Suggestions for New Uses That Would Broaden a Market—One Way of Developing Neglected Opportunities

By Charles L. Benjamin

Secretary, Klau-Van Pietersom-Dunlap Agency, Milwaukee, and Formerly Advertising Manager, Cutler-Hammer Manufacturing Company, Milwaukee

Address delivered before Chicago Trade Press Association, January 10.

TWENTY-EIGHT years ago I left my home town to seek work in New York and found it in the office of a trade-paper publisher. From that day to this my life has been spent among publishers and advertisers. I have been an editor, and for a good many years I have been an advertising manager, and so if I venture to-night to suggest some of the ways in which I think trade-paper publishers can help their advertisers, I want you to feel that what I say is not in the nature of criticism from one outside the fold, but rather in the way of suggestions from one of your own family, who is not unmindful of the tremendous progress that has been made in the field of class journalism within the past quarter of a century.

How could I fail to be impressed with the progress that has been made when I think of those first trade papers with which I was connected. There were four of them, not one of which, I believe, survives to-day, except as a memory. But they were in their day leaders in their respective fields, and they were typical of the average trade paper of 25 years ago.

The editorial force was small and poorly paid. The stuff we printed consisted largely of trade notes, personal items and write-ups for our advertisers. Our printed rate-cards represented nothing but a basis for arbitration, and our circulation was nobody's business but our own. Our advertising manager was one of the old school, who, if he failed to convince a prospect that advertising in our publications would help him, would take the other tack

and remind him that we were in a position to hurt him if he didn't advertise.

It is needless to say that the advertisements were as bad as the methods used to obtain them. The advertisers rightly considered them a sop to the publication, and the same quarter pages and eighth pages would run unchanged week after week and month after month, because the advertisers felt that the space did them no good, anyway, except to prevent adverse comment, and the publishers were not inclined to encourage change of copy, because that meant additional expense in the composing-room.

How greatly things have changed in the class-journal field I need not tell you. The trade and technical publications of to-day are not leeches, but leaders. They are doing constructive work; work which is of benefit to the industries they represent, and which could only be done by such splendid and costly organizations as are maintained by the leading trade and technical publications. Advertising rates are based on cost of production, circulation books are open to the advertiser and there is a real community of interest between the trade-paper publisher and the merchant or manufacturer who uses the advertising pages of the publication.

ADVERTISER DESERVES HELP OF PUBLISHER

The advertiser is entitled to all the help you can give him, because it is from him that you derive the funds that enable you to conduct your business. The time has long since passed when more subscribers meant more profits. Every subscription to-day means a

loss, for the trade paper that costs the subscriber three dollars for 52 issues costs the publisher three or four times that sum to produce. The subscriber is only valuable to you because he is a potential customer of your advertisers. This fact is of itself beneficial to your advertisers because it leads you to seek not circulation merely, but circulation with purchasing power. As publishers you have just two things to sell: news—trade information—which you sell at a loss to your subscribers, and access to the possible customers which you sell at a profit to your advertisers.

The importance of the advertiser to the trade-paper publisher being taken for granted, the question is: In what ways can you assist this good customer?

Perhaps the experience of the advertiser himself may contain a suggestion for you. The trade-paper advertiser is usually a manufacturer, and in former years manufacturers considered that the advertising and sales departments had done their whole duty when the output of the factory had been disposed of to dealers. It was the dealer's business to secure customers for the goods he had purchased from the factory. But it was discovered in time that the dealer could dispose of the goods more quickly, and would thus be sooner in the market again, if he had the assistance of the factory in disposing of them; and so it came about that the manufacturer began to study the dealer's problems, and, having in his sales force a well-organized body of trade investigators, he was able to formulate effective selling plans for the dealer that the latter would never have been able to devise for himself.

Moreover, the manufacturer, having advertised his goods to the dealer, went a step further and advertised them to the consumer as well, thus creating a consumer-demand that cleared the dealer's shelves and made him anxious to continue business relations with a concern whose interest in his welfare continued after the goods were delivered and the bill paid.

Now, the relation of the trade-paper publisher to his advertiser is somewhat similar to the relation of the manufacturer to the dealer. The dealer buys the manufacturer's product because he hopes to make a profit on it, and the manufacturer buys your advertising space because he, too, hopes to make a profit on it.

If you consider that you have done your whole duty when you place at the disposal of an advertiser a certain amount of space for a stipulated price, then you are pursuing a policy similar to that which stocked the dealer's shelves and left him to dispose of the goods purchased as best he could. But if you will profit by the experience of the manufacturer, you will use your knowledge of the trade or industry your publication represents, your facilities for conducting trade investigations and the influence which your journal has with its readers, to the end that no advertiser should be loaded up with advertising space and then left to make the best use of it he can. Just as co-operation with the dealer after the goods are sold to him is profitable to the manufacturer so will co-operation with the advertiser after the advertising contract is signed be profitable to the trade-paper publisher.

A DEPARTMENT THAT POINTS TO ADVERTISING

I am not an advocate of the free write-up, or trade note, unless it possesses real news value, but I believe it would be both possible and profitable to create somewhere between the reading pages and the advertising section a department which would focus the attention of the reader on the goods advertised in your publication. This does not mean that in every issue you must make some mention of each advertiser's product, but that the various classes of goods advertised in your publication should be grouped together in articles designed to place before the dealer in convenient form for ready reference all of the information contained in the various advertisements of one class, together with such ad-

This is the way the Editor of the American Magazine regards his readers:

Most of them have to work for a living.

They want to make money, save money, and increase their personal efficiency.

They are anxious to keep in good health.

They want to get on in the world. They want their town to get on. They want this country to get on.

They have obligations and responsibilities to meet. They want to meet them fully and wisely.

They are just as acquisitive for new facts and ideas as they are for money. Both look good to them.

They must have relaxation and entertainment.

They love stories—both true and imagined.

They enjoy hearing the personal experiences of others. One interesting personal experience is more entertaining and valuable than forty abstract essays.

They enjoy a vision of the future—a vision of better years ahead for them and better and more wonderful years ahead for the country. People who talk exclusively about the past don't interest them long. They like people with curiosity about what is going to happen. They want to associate with people who have hopes and ambitions as well as good records.

THE AMERICAN MAGAZINE strives to recognize human beings as they are, and to reach out and meet them not only in their intensely practical moods but in their recreative and speculative moods. Some pages interest the reader one evening and other pages interest him another evening. Our purpose is to make THE AMERICAN MAGAZINE a good thing to have around the house throughout the month—until it has been thoroughly read, thoroughly enjoyed, thoroughly used. Great stress is laid on the last point. Every effort is put forth to make the magazine serve, both in a material way and in a spiritual way.

THE EDITOR

Achievement—

IN February 1916, The Theatre Magazine carried 13,970 lines of advertising against 7,924 lines of advertising in 1915.

An increase of nearly 100%

That the Theatre Magazine is a unique medium to carry your message to the homes of exclusive people is further demonstrated by the fact that the following firms, in addition to our regular advertisers, have contracted for large space to be used in 1916.

Edward I. Farmer (Lamps)

Franco-American Food Company

Gorham Company

The H. W. Gossard Company

Hickson & Company

A. G. Hyde & Sons (Heatherbloom)

Kissel Motor Car Company

The Knox Company

Gebrüder Mosse

Oneida Community Silver Co.

Rogers & Thompson, Inc., Silks

Vivaudou, Paris (La Boheme perfume)

Simplex Automobile Company, Inc.

Warner Brothers (Redfern Corsets)

Wilson Distilling Co. (White Rock)

Willys-Overland Company, etc. etc.

The Theatre Magazine, 8 W. 38th Street, N.Y. City

PAUL MEYER, Advertising Manager

Endorsed by Playgoers

—Representative members of the Profession.

—Public Libraries throughout the country.

—And "live" people generally. Subscribed to by hundreds of clubs, both social and literary.

Western Reps.
GODSO & BANGHART
Harris Trust Bldg.
Chicago, Ill.

New Eng. Rep.
H. D. CUSHING
24 Milk Street
Boston, Mass.

ditional information as may be gleaned from your advertiser's catalogues or from interviews with dealers or consumers.

Articles of this nature would be of value to the reader as well as the advertiser, and might be used as an introduction to the advertising pages or inserted in the advertising section.

Another service that trade-paper publishers can render their advertisers is to find new uses for the products advertised in their publications. It is a mistake to assume that a manufacturer knows all the possible uses of the product he manufactures. As a rule he manufactures to meet the requirements of a particular class of trade with which he is familiar, but there may be ways in which his product could be utilized in other trades with which he is not familiar. In time, it is true, he may and probably will discover these other applications himself, or, what is more likely, someone familiar with the requirements of some trade with which our manufacturer is not acquainted will see the product somewhere, realize that it can be used to advantage in his line of work, and write to the manufacturer regarding it. But this is leaving to time and chance a thing that trade-paper publishers might, by co-operative action, bring to pass quickly.

PUBLISHER MAY FIND NEW FIELDS FOR ADVERTISER

Let me illustrate what I mean by an example that comes within my own experience. A company manufacturing electrical apparatus did considerable business with coal mines. Because of their familiarity with this industry they were able to develop apparatus suited to the requirements of coal mines, and, among other things, they developed a magnetic pulley. This consisted of an electro-magnet, cylindrical in form and provided with a shaft that enabled it to be mounted in bearings, on which it revolved. A conveyor belt passed around this magnetic pulley and on this belt the lumps of coal were carried to the crushing machines in which "run of mine" coal is broken up into the

commercial sizes, known as "egg," "stove," "pea" coal, etc.

The purpose of the magnetic pulley is to protect the crushing machine from damage due to stray bits of iron or steel passing into the crushers with the coal. These bits of "tramp" metal, as they are called, may be a nail or a nut, or more often a broken pick-point or drill-point. A small piece of iron or steel mixed with the coal is quite likely to cause considerable damage to the crushing rolls and may even cause a shutdown until repairs can be made. The magnetism of the pulley, having no attraction for coal, which is non-magnetic, permits the lumps to fall off the belt into the hopper of the crushing machine; but any bit of iron or steel, no matter how small, which may be mixed with the coal is attracted by the pulley and is held in contact with the belt until it passes around the pulley, when the "tramp" metal falls off from the under side of the belt but clear of the hopper. Thus all bits of metal which might injure the crushing rolls are automatically separated from the coal and this separation is effected by a piece of apparatus occupying only a few feet of space and costing only a hundred dollars, or so, to install.

Now, the point is this: The magnetic pulley was developed some ten years ago for use in the coal-mining industry. It was sold in the beginning only to coal mines. But ten years ago there were a dozen other industries in which this magnetic pulley could have been used to advantage. Little by little, and always by chance, knowledge of these other applications have come to the manufacturers of the pulley, but there are doubtless scores of other uses for it that have not yet been discovered.

One of the first industries to adopt it after the coal mines had been using it for several years were the cement mills. Cement in the process of manufacture is also passed through crushing rolls, or pulverizing machines, and these machines, like the coal-crushers, were frequently damaged by bits of metal getting into them. The

magnetic pulley was just what the cement mills wanted; but the manufacturer who developed the pulley for coal mines wasn't familiar with the requirements of the cement industry at that time, and the cement mills didn't know that the coal mines were using an inexpensive machine that they also could use to advantage.

Rubber in the process of manufacture is passed through rolls. Linoleum in the process of manufacture is passed through rolls. The blocks of wood from which the wood pulp used in the manufacture of paper is made are shredded in crushing machines. Wheat is milled by passing it between rollers, and flour mills, as you know, are occasionally blown up by a spark igniting the explosive mixture that results when fine flour dust is mixed with air—just such a spark as would be caused by a bit of metal falling with the grain into the milling machine. Here are a few examples of industries that might profitably employ the magnetic pulley to protect their plants, their machinery, or their product from injury. And yet it has taken ten years for knowledge of the magnetic pulley to spread to these other industries.

Isn't there something wrong with trade-journalism when a useful device, designed for one industry, but which could be profitably used by a score or more of other industries, remains for years unknown to these other industries and is then only discovered by chance?

I will tell you what I think is wrong. There is not enough co-operation among trade and technical journals. A trade-paper man is a specialist, and, like all specialists, he is in a rut. He knows his own particular rut as, probably, no other man knows it, but he knows nothing, or very little, of the other ruts—the other industries outside of the particular industry covered by the publication with which he is connected. His vision is microscopic—it ought to be telescopic as well.

Perhaps it is too much to expect one man to have both the intensive knowledge necessary to

the conduct of a trade paper and the extensive knowledge without which he cannot hope to profit the industry he represents by the lessons to be learned from other industries; but surely it should be possible to so organize the staff of a trade or technical publication that some shall be microscopes concentrating on the industry covered by the publication, and some telescopes sweeping the horizon to discover what may be learned from other industries.

Take the men connected with a single trade or technical publication and you will find that even among themselves they are specialists, each with a certain function to perform, but with no comprehensive knowledge of the requirements of the other departments of their own business. What does the editorial department know of the requirements of the advertising department? What does the advertising department know of the requirements of the editors? Nothing! And yet each possesses, or should possess, knowledge that would be of service to the other.

SOLICITORS SHOULD BE INFORMATION-BEARERS

For nine years I was advertising manager of a large manufacturing concern whose factory buildings covered two city blocks. Nearly every week two or three advertising solicitors connected with trade papers would drop in on me, talk advertising and go away again, sometimes with a contract, sometimes without. They were interested in just one thing—getting advertising for their publication. Although these men were traveling constantly, visiting thousands of plants in the course of a year, in many of which apparatus manufactured by the company with which I was connected must have been in use, they never brought me any information that I could use in my advertising—never a hint as to where an interesting installation of our apparatus might be found—never a photograph that I could use in my advertisements.

My problem was to prove the merits of the apparatus manufac-



Supplementing his own
varied experience in spe-
cialized advertising and
merchandising

MR. HARRY PORTER

for intensive service to his
clients, has associated with
him experts in various
industrial lines whose indi-
vidual records will be
detailed in subsequent
announcements

THE
HARRY PORTER COMPANY

Advertising and Merchandising Counsel

18 East Forty-first Street

New York

A Continuous Growth

The Milwaukee Journal's growth extends over the period of its entire existence—it never had a set-back; never had a boom.

It never gave a premium in order to secure or retain a reader.

It relied entirely upon making a better newspaper—had faith in the belief that it would continually win through superior worth.

This Record, covering the past 15 years, shows that our faith was well founded.

DAILY AVERAGE CIRCULATION

	1905	1910	1915
January	37,603	59,492	92,813
February	38,776	62,871	96,081
March	39,207	62,427	97,700
April	40,363	63,995	101,565
May	40,732	64,520	101,457
June	41,200	63,860	103,141
July	40,786	62,652	101,625
August	42,402	63,110	102,775
September	42,598	62,704	103,051
October	41,052	64,884	104,830
November	41,635	62,871	102,713
December	41,157	61,927	104,138

Our Present Circulation is in excess of the next two nearest dailies combined.

👉 ADVERTISING RATE, 10 CENTS FLAT 👈

The Milwaukee Journal

Wisconsin's Greatest Newspaper

O'MARA & ORMSBEE, INC., Foreign Advertising Representatives
NEW YORK CHICAGO
(Member of A. B. C.)

tured by the company that employed me. The evidence I wanted these advertising men might have obtained for me, because they were continually coming into contact with people who used our apparatus and who would have been willing to testify to its merits if they had been questioned concerning it. I couldn't ask them to do so, because I didn't know where they were, the product of our factory being sold mainly to other concerns that made the actual installations and who, when I approached them for information, refused to give it for fear that my object in seeking it was to solicit future business direct.

Here was a case where the advertising solicitor could, without much trouble to himself, have secured information that would have been very valuable to me, that would have put me under obligations to him, that would have made me welcome him with open arms whenever he turned up, and have made it simply impossible for me to refuse to advertise in his publication, and yet I cannot remember that in all of those nine years an advertising solicitor for a trade paper ever approached me with anything more helpful than a rate-card and a sworn statement of circulation.

SOME TRADE PAPERS LACK INTERNAL CO-OPERATION

Now, these men were bright fellows, but they were in a rut—the advertising rut. They thought of nothing but getting more advertising for their publication. They were not interested in anything else. Sometimes I would take one of them through the factory and show him the various types of apparatus we manufactured and explain the uses of it to him, but, so far as I know, none of this information ever reached the editor of the publication, and yet there was one or more good stories in every department of that factory. I know that, because on the one or two occasions during those nine years when one of the editorial staff dropped in on me, he found lots to write about and would express

surprise that they hadn't heard of these things before.

"Why, I told Soandso about that only a week or so ago," I would reply.

"Did you? Well, of course, we wouldn't hear of it through him. He's connected with the advertising end of the business."

You see! Even in your own organization there is a lack of co-operation between the various departments. Why should the fact that I am connected with the advertising department of a publication prevent me from tipping the editors off to a good story when I run across one? Why, if I am connected with the editorial department, should I not study the advertising pages and, in the light of experience gained in visiting many factories, in the fullness of my knowledge concerning various industries, should I not dictate a letter to one of our advertisers and say:

"My Dear Sir: I wonder if you know that in such-and-such a factory in Cleveland there is an interesting installation of the apparatus advertised by you in the January 6th issue of our publication. It is used in connection with . . ." and so on.

Or this—"My Dear Sir: I notice that in your advertisement in our issue of January 6th you illustrate a piece of laboratory apparatus designed to indicate variations in atmospheric pressure and so constructed that a slight increase in the pressure for which the device is adjusted will close an electric circuit to a signal lamp. I am wondering whether, with slight modifications (such as the substitution of an alarm bell for the signal lamp), this device would not find a ready market in the coal fields of Pennsylvania and West Virginia, where, it would seem, such a device might be used to indicate the presence of a dangerous amount of coal-gas in the mines."

Whether the suggestion made could be acted upon or not, such a letter would certainly indicate a desire to be helpful, and it would go far towards proving what many of us doubt—that editors are familiar with the things

advertised in their own publications.

The establishment of service departments to help the advertiser in the preparation of his copy has been tried by a number of trade and technical publications. These service departments have done much to increase the interest and typographical appearance of the advertising pages, and they are particularly useful to the small business which has not yet attained to the dignity of an advertising department of its own. But to the large users of advertising space—concerns big enough to have an advertising department of their own—most of them are of little value. And I will tell you why. The service department never succeeds in getting outside of the information furnished by the advertiser. The first request of the service department is for a copy of the manufacturer's catalogue and other printed matter. Out of this old material the service department fashions an advertisement, they revamp the old illustrations, they supply a decorative border, but this is the extent of their helpfulness.

This isn't what your advertiser wants. He can sponge and press his old suit himself; what he wants you to do is to make him a new suit out of material that he has not been able to obtain. And why should you not be able to do this? You are the clearing-house for information relating to the trade or industry your publication represents. You know, or ought to know, more about the requirements of your particular field than any single manufacturer that caters to that field. You have the machinery for gathering information. You have the men capable of writing forceful English. You have a world of acquaintances, each possessing special knowledge which is yours for the asking. Give me the opportunity to use the facilities that already exist in the office of any well-conducted trade or technical publication and I will make the advertising pages as interesting as the reading pages. Why shouldn't I? What advantage will the editor have over me when I possess

the same facilities that he has for gathering information, when I can use the same men for putting my stories into shape.

I foresee a day when the advertising pages of trade and technical publications will be as informative, as useful, as interesting as are the pages compiled by the editorial staff—when working side by side with the editor-in-chief will be an advertising editor, whose business it will be to pack the advertising pages so full of information of vital interest to readers of the publication that not a single page will be skipped—when, instead of a heterogeneous collection of unrelated fragments of information, advertisements bearing on the same subject or of interest to the same class of purchasers will be fused into a homogeneous department bristling with information too valuable to be passed lightly by.

SELLING SPACE WITH A PLAN

Let us profit by the experience of the dealer in real estate. The old method of selling city lots was to divide the land into spaces of a certain size, just as you divide your advertising pages, and to sell them to whoever would buy without restrictions as to the use that was to be made of them and without assistance from the dealer after the lots were sold.

To-day when a new sub-division is opened, streets and pavements are laid, water and gas mains are run to the various lots ready for connection when the houses are built, saloons, stores and apartment houses are forbidden in the bill of sale, provision is made that no residence costing less than a certain amount shall be erected, all houses are required to be built on a given line at a certain uniform distance from the street, and after the lot is sold the dealer assists the purchaser with building plans and loans, so that the vacant land may be quickly covered with attractive homes, each unit fitting into the general plan, and the value of the unsold lots increasing as the barren land becomes transformed into an attractive residence section.

Compare this result to what

**We EMPLOY
SPECIALISTS
in**



Ideas
Layouts
Pretty Girl Illustrations
Character Studies
Men Drawings
Landscapes
Baby Illustrations
Factory Drawings
Automobiles
Lettering
Decoration
Posters
Bird's-eye Views
Farm Life
Wild Animals
Domestic Animals
Marine Life
Small Town Life

Still Life
Men's Fashions
Women's Fashions
Portraits
Cartoons
Railroad Drawings
Telephone Drawings
Mechanical Drawings
Electrical Appliance
Drawings
Public Service Corpora-
tion Drawings
Costume Drawings
Food Products
Toilet Preparations
Underwear
Fabrics
Drugs

WE DO

Magazine Drawings
Newspaper Drawings
Booklet Drawings
Folder Drawings
Poster Drawings
Label Drawings
Trade Marks

Name Plates
Packages
Calendars
Street Car Cards
House Organ Drawings
Cut-Outs
Window Cards

Hangers

WE WORK IN

Pencil
Pen and Ink
Wash
Oils
Water Colors
Distemper
Rossboard

Stipple
Gray Board
Pastel
Grease Crayon
Scratch or Chalk Board
and
Aniline Colors.

THE ETHRIDGE ASSOCIATION OF ARTISTS

NEW YORK STUDIOS
25 E. 26th Street

CHICAGO STUDIOS
220 So. State Street

Minnesota Farmers Own 46,000 Automobiles

That Minnesota farmers own 54 per cent of all automobiles in the state, is shown by The Farmer's Annual Minnesota Automobile Census for 1916.

This report, now ready for distribution, shows that farmers not only own more cars than any other class of people in the Northwest, but that they are buying most cars per capita and that there is a field for the sale of a hundred thousand more automobiles to farmers in the one state of Minnesota.

We will be glad to send a copy of our 1916 census to anyone who is interested in automobile sales in Minnesota.

Minnesota conditions are typical of conditions in the entire Northwest.

The Farmer covers not only Minnesota, but the Dakotas, Montana, Northern Iowa, and Western Wisconsin. This territory constitutes one of the best automobile sales fields in America, and The Farmer is the medium through which these prospective automobile buyers can most efficiently and economically be reached.



WEBB PUBLISHING COMPANY, Publishers
St. Paul, Minn.

George W. Herbert, Inc.,
Western Representative,
600 Advertising Bldg.,
Chicago, Ill.



Wallace C. Richardson, Inc.,
Eastern Representative,
41 Park Row,
New York City.

Guaranteed Circulation, 140,000.
Members Audit Bureau of Circulations.

happened under the old methods of selling real estate. The dealer was then interested only in finding a purchaser for the lots, just as you are now interested only in disposing of your advertising space at a profit. Every purchaser did as he pleased with his own lot, and the result was a hodge-podge of dwellings, neighborhood stores and apartment houses, big and little, cheap and expensive, attractive and unattractive, all jumbled together like the advertisements in your publications.

Now, the only difference between these two methods of selling, which produce such widely different results, is that in one case there is a plan, and in the other there is none. In the one case there is active and intelligent co-operation with the purchaser after the sale is made, and in the other the seller's interest in the transaction terminates when the purchase price is paid. If this is good policy in the real-estate business, where the same customer is seldom in the market for a second lot, why should it not be good policy in a business where the same space can be sold to the same customer week after week, month after month and year after year?

ADVERTISING MUST PAY, TO BE PERMANENT

Let me sum up in a few words the substance of what I have said. It seems to me that if trade and technical publications are to give their advertisers the help that the advertisers need, and which, I believe, they deserve (because without the revenue derived from advertising the trade press would dwindle to insignificant proportions), you must recognize the fact that the only advertising that is permanent is advertising that pays the man who pays the bills, and you must put the whole power of your organization squarely back of your advertisers. You have not done enough when you place at the disposal of the advertiser a specified amount of space for a stipulated sum.

Ninety per cent of the advertising that appears in magazines of general circulation is placed

through advertising agencies. Do you know why? It is because advertising agents have learned that the purchase of space, the writing of copy, the making of illustrations are not the vital factors in the success of an advertising campaign. Success depends upon the knowledge of trade conditions, upon the accuracy with which the demand for the articles advertised can be estimated in advance and the degree of competition to be overcome foretold.

Twenty-five years ago the advertising agent was a mere broker in space, just as the majority of trade and technical journals, so far as their advertising departments are concerned, are mere merchandisers of space to-day. But the advertising agent learned that it was not good policy to talk a man into spending a certain sum of money and leave him to spend as he saw fit. The result was too often disastrous and the cost of creating new customers each year too heavy to be borne. And so it came about that the advertising agent developed from a space-broker and copy-writer into a merchandising expert, and it is because of the possession of this expert knowledge that he today controls the expenditure of the vast sums of money spent yearly in general advertising.

How has the advertising agent acquired this knowledge that enables him to intelligently advise a client as to the conduct of the client's own business? Partly because, while the client is familiar with his own business only, or, at best, with business conditions in his own line of trade, the advertising agent, handling a large number of accounts, each pertaining to a different industry, has had opportunity to get a more comprehensive review of trade in general, and has learned from each account that he has handled facts that assist him in arriving at a correct conclusion regarding the problems presented by other accounts. Supplementing the knowledge that has come to him in this way, the advertising agent employs investigators to collect the trade data necessary to the proper formulation of the adver-

tising and merchandising campaign, and when he lays his plan before his client he knows more about conditions affecting the client's business than the client himself knows.

Knowledge inspires confidence, and confidence begets business. What the advertising agent has done you can do, for there is no advertising agency in the country that possesses the facilities for collecting the facts pertaining to a given industry that is possessed by the trade or technical journal devoted to that industry. But this splendid machinery that is always at your disposal is being used for the benefit of your subscribers only.

My suggestion is this: If you want to be of real service to your advertisers begin with your editorial department and say to the editor and every man that works under the editor's direction: "From now on you have two duties to perform—first, to gather the news of the trade for our readers; second, to collect data that will be useful to our advertisers."

And I would say to those connected with the advertising department: "As you travel through your territory keep your eyes open and report on anything you see that would be of value to the editors, or that would be of interest to any of our advertisers, or any possible advertisers, whether located in your territory or not."

AN EXCHANGE OF EDITORS SUGGESTED

Colleges have tried the experiment, and apparently with success, of exchanging professors with one another. I believe much good would result if temporary exchanges were made between your editorial and advertising departments. The trade or technical writer and the advertising man would both benefit by getting a better insight into the other's line of work, and they would be able to co-operate more effectively when each returned to his old job.

I would like to see the experiment carried further and exchanges made between the editorial departments of different publica-

tions, say between the *Electrical World* and the *Iron Age*. Each exchange editor would bring with him to the publication to which he was temporarily assigned a new point of view and a fund of information not already possessed in the office of that publication, and would carry back with him to his own publication newly acquired knowledge that would make him a more valuable employee.

Huxley has said that before we can know *everything* concerning so simple a thing as a glass of water we must unravel all the riddles of the universe. An isolated fact is of little value in itself, but collated with other facts it gives us the basis of a science. Advertising and merchandising are still too much matters of guesswork. The greatest service that you can render your advertisers is to use for their benefit the splendid facilities you possess for collecting information.

How many electric irons selling at an average price of three dollars each can be disposed of in a city where ten thousand homes are wired for electricity and the average price of current is ten cents a kilowatt hour? No man living can answer that question, nor is it likely that any electrical publication could gather all the facts necessary to answer it with certainty. But it is possible for such a publication to collect, little by little, important data bearing on the sale of electrical appliances for the home, and on this foundation to construct an advertising and merchandising campaign that would command the respectful attention of every manufacturer of such appliances.

The most illuminating investigation ever made of the automobile industry was not the work of an automobile journal but of the *Saturday Evening Post*. And so far as I am aware, no sporting-goods trade journal has as yet noted the fact that the rapid development of irrigation projects in Texas has created in that State new and profitable markets for rowboats and canoes.

Is it not possible that the trade and technical publications are devoting too much attention to the



PIPING ROCK

The membership of this exclusive country club includes scores of men who are recognized leaders in finance and industry.

Out of 579 members, 231 are subscribers and readers of

COUNTRY LIFE IN AMERICA

These names resemble the list of underwriters of an international loan.

This is further evidence that length is only one dimension of Country Life's subscription list.



The Olds Motor Works spent over \$25,000
just to advertise this

Meyercord Oil Painting



This is a reproduction in miniature of the **MEYERCORD OIL PAINTING** made for The Olds Motor Works from William Harnden Foster's painting. It is to be seen everywhere—in agencies, tire companies, hotels, automobile clubs, owners' homes, etc. Actual size 2½ ft. x 3 ft.

We make these in any size from your paintings or oil paintings which we originate. The details and coloring are absolutely perfect, being photographically made. Brush strokes and relieved daubs of paint are plainly visible—in fact to all intents

and purposes these signs are real Oil Paintings, with the one difference that our oil colors are applied mechanically by the Decalcomania Process instead of by hand. The canvas and stretchers are real artist's materials.

If you want a dealers'-help that is de luxe investigate **MEYERCORD OIL PAINTINGS** today.

The Meyercord Company, Chicago

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easy task of chronicling events after they have occurred, and are shirking the heavy labor of digging for data not easily obtained, but which would be of vital interest to the merchants and manufacturers who advertise in our trade press?

I leave this thought with you.

Good Way to Get Stamps of Foreign Countries

CARTER'S INK COMPANY

NEW YORK, Jan. 4, 1916.

Editor of PRINTERS' INK:

I read with no little interest the opinions in your issue of December 16 relative to the use of "International Reply Coupons" and foreign stamped return envelopes.

My father used to point a moral to me which within certain bounds has great value—"When you find a good place in a berry pasture, say nothing and pick berries," and certainly for the last six or seven years the persistent use of foreign stamps or return envelopes has paid excellent dividends in good will on practically no investment.

In January, 1909, we ran a full-page advertisement in *La Hacienda* of which the right-hand border consisted of five consumer and four dealer coupons. Of these consumer coupons all except one offered for "uncancelled stamps" samples of writing inks, mucilage, paste, carbon papers and type-writer ribbons.

The responses to this and later advertisements have kept us more than amply supplied with stamps of every Spanish and Portuguese speaking country, while we accumulated, direct from our customers in other countries, stamps so that our collection for immediate use covers practically every market of the world.

We keep a very small surplus, disposing of balances every year or so to export publications, professional stamp dealers and coin houses, but always retaining enough in issues equivalent to one cent and five cents to more than cover our probable requirements.

The uses which we make of these stamps include:

1. Collection efforts on "open accounts."
2. Requests for credit information from foreign references.
3. Settlement of small balances when accounts are in balance; this is usually the case with draft accounts.
4. Requests for data on trade conditions.
5. Purchases of copies of foreign newspapers and periodicals.
6. Requests for purchases of competitor's products.
7. Advance payment for photographs used in our house magazine "El Escritor."
8. Advance payment for post card views to be used in checking up transportation difficulties.
9. Tests of stamped versus unstamped

return envelopes with special return offers to the trade.

10. To accompany the writer's "personal" letters when these are more logical than direct appeal on the company's letterhead.

11. To use with foreign credit agencies in connection with salesmen's credit cable code.

12. Wherever it would be our practice in this country to accompany a letter with a stamped return envelope.

To my mind there is no need to cumber our domestic postal system with the added detail of foreign stamps any more than with, for example, Australian duty stamps (another neglected point by many exporters), but as in a thousand and one other points of foreign sales endeavor it strikes me as one of the things a firm pays its export man to think of and provide against need.

It isn't a question whether or not it is worth while carrying foreign stamps for regular use, it isn't a question of any copyright on our part of the practice, for I can name off-hand half a dozen firms who do it without thinking it anything but a minor necessity.

The international reply coupon is a good thing. It is something within the legitimate province of the International Postal Union, but it does not solve the matter completely any more than a friend's telephone renders unnecessary a 'phone of one's own. Really, when you send an international reply coupon, you ask a favor even in granting one. Again, not every country has arrangements with the International Postal Union covering the redemption of these coupons. Still again, taken out of our experience, by no means every little postmaster in every little foreign town knows of these. As a proof I remember at least five cases in as many years where a customer or prospect has written us that he could not redeem these coupons "which were unknown to the post-office authorities."

The real points of superiority of foreign stamps as against reply coupons come from the difference in effect on the recipient. Isn't it a fair deduction that the American manufacturer who has foresight and imagination enough to provide an adequate covering of the return postage proposition will be equally careful in handling banking and shipping details, to be sure that his product is right for the markets he seeks and be free from the "We're civilized white men and you're only niggers" attitude?

Taken by itself it isn't enough of an innovation or wonderful example of masterly preparedness to win out against price, quality or local demand. It just fits in snugly with all-around careful handling of all export possibilities for the personal touch, the cumulation of which wins and holds overseas trade.

To my mind there are dozens of letters sent out here at home and there abroad which, without the best of arrangements for prepaid answer, are like the request "to buy me six yards of crepe de chine as advertised at Altman's at \$1.50 per yard for which I enclose \$9.00." All very well, but what about luncheon and car fares?

I'm strong for being only half a hog when I ask the other man to do me a favor.

WALTER F. WYMAN,
Export Manager.

Well-Known Speakers Help Poor Richard Club to Celebrate Franklin Anniversary

Glimpses Provided of the Program of the Coming Convention of A. A. C. of W.

"THE responsible newspaper publisher should conduct his paper as a clean man would conduct his life," said Lafayette Young, of Des Moines, speaking before 800 members and guests of the Poor Richard Club of Philadelphia at their tenth dinner Monday night, January 17, the two hundred and tenth anniversary of the birth of Ben Franklin. "He who would be the first among you must be the servant of you all."

"There is no text-book on the responsibilities of a publisher. There are no established rules of ethics. And publishers differ widely on the subject of news and of advertising. Some say, 'We print all that God permits to happen.' Others say 'all the news that's fit to print,' while another says 'we hate to do it, but we must have subscribers.' Some say that if the public wants whiskey, beer, and patent medicines, let it have 'em. While others say, 'I am my brother's keeper,' and fortunately it is now the trend of the times to make the publisher responsible to his readers for what appears in his paper."

"It takes years for a paper to find its place in the community, but never were papers so necessary to the growth and preservation of this republic as now. Now is the time to preach patriotism and Americanism and a real national spirit."

Ex-President Woodhead, of the A. A. C. of W., announced that John A. Felin, of the Los Angeles club, had an interesting announcement to the effect that a gold cup, presented to the Poor Richard Club as a convention trophy, which will be handed down in *perpetuum* from city to city wherever future conventions will be held.

Before the speaking began, and

in between courses, club members acted out on the stage little advertising tabloid scenarios. The first was "Posted—Roasted—Toasted," by Louis F. Paret and "Bill" Stick, showing an animated billboard of fair damsels, who were later covered over with a large poster of "Pan Dandy—the Dough Never Touches the Hand." There was also a minstrel number of the arrival of the advance guard of the A. A. C. of W. at Philadelphia, an Italian musical act featuring T. A. Daly, and "A Flivver" in one act, being a representation of the sailing of the "Oscarette," with Mr. Bryan, accompanied by Jess Willard and Frank Moran as peace advocates, and Henry Ford bewailing the fact that only 78 reporters were present instead of 150.

President Robert H. Durbin, of the Poor Richard Club, before announcing the speakers, said that the plans for handling the convention are progressing very satisfactorily, and this convention will mean more to Philadelphia than a political convention. He said that it will show Philadelphians something about their own city, will develop new advertisers, and will "be the greatest boost that Philadelphia ever had or can have."

TO GET OUT BOOK ON FRANKLIN, THE

PRINTER

President Herbert S. Houston, of the A. A. C. of W., said that Ben Franklin was in the beginning and end a printer, and proud of it. His will, said Mr. Houston, began: "I, Benjamin Franklin of Philadelphia, a printer." Mr. Houston said that a recent discussion at the Grolier Club disclosed the fact that there is no really authoritative book on Franklin, the printer. He said that therefore he is going to ask John Clyde Os-



The illustration shows a close-up of a hand using a tool to attach a chain to a car's wheel. The wheel has many spokes and a tire. The chain is being wrapped around the tire. The background shows the side of a car and a road.

The Final Necessary Touch—

Wherever you go during bad road weather you see Tire Chains on the majority of automobiles. They are on all makes, from Fords to Packards, and you should put them on the cars in your illustrations.

Give the final touch-of realism to your automobile illustrations—put Chains on the tires when picturing snow, mud or wet pavements.

*Write us for illustrations
of Chain Equipped Tires*

AMERICAN CHAIN CO., Inc., Bridgeport, Conn.

**Every Advertiser in This Country
Should "Cash In" on the Marvelous
Growth and Prosperity of**

BRIDGEPORT, CONN.

(THE ESSEN OF AMERICA)

Payrolls big; money circulating freely; ADVERTISING BRINGING REAL RESULTS—HERE! Be sure your goods are on sale in Bridgeport, the best advertised city in the United States and the prosperity center of America.

Expansion of industries, growth and increase in every kind of business in Bridgeport unparalleled in history.

The 1910 census credited Bridgeport with 110,000 population; conservative estimate shows 50% increase right now, with every train bringing more.

Large industries are operating 24 hours a day, continuously, over 15,000 skilled mechanics working night shifts.

The theatres stay open mornings to accommodate night workers and are obliged to turn people away at all other regular performances.

Place your product before this prosperous community by advertising in the

BRIDGEPORT POST AND TELEGRAM

Members of A. B. C.

30,000 Circulation Daily

Circulation greater than any other publication in Conn.

THE POST PUBLISHING COMPANY
Bridgeport, Conn.

Julius Mathews, Representative, 1 Beacon St., Boston
171 Madison Avenue, New York

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wald, of the *American Printer*, to write such a book this year. Speaking of the coming convention, Mr. Houston said that the attendance is expected to reach from nine to ten thousand. He said that he is ready to announce that the first piece of copy for a great campaign to advertise advertising and its advantages to the public, using every kind of media of publicity, has been prepared, and that President Wilson has written the first piece of copy.

E. T. Meredith, of Des Moines, chairman of the National Programme Committee, spoke about the convention programme. "We're going to hear the biggest bunch of boosters that ever got together in the United States," he said. Another feature will be the inter-departmental meetings. In these, where formerly it had been the custom for like to meet like, now various interests will meet others in some different lines for a mutual discussion of problems. Thus, retailers will meet with national advertisers to discuss matters vital to them, such as profit margins, and similar questions. Another feature of the programme is that every day there will be morning chapel at the University of Pennsylvania, where the daily programmes will be outlined.

PERKINS ON PREPAREDNESS

George W. Perkins enlarged upon the value of publicity for corporations, explaining, as has been published in *PRINTERS' INK*, that an open attitude on the part of corporations will better relations with the public and with employees. He then urged that this country should devote itself to industrial preparedness, saying in part:

"I believe that in our discussion of the day we are too apt to think of the word 'preparedness' in the narrow sense of meaning war munitions only, whereas, as a matter of fact, 'preparedness' means three things: preparedness in war munitions, preparedness in industrial equipment, and preparedness in leadership. . . .

"The war now on in Europe is

bound to open up a great new world of thought and action. Old theories and old precedents are going to be consigned to the scrap heap. A reconstruction period in world-thought and action is before us. Improved inter-communication has wiped out State lines and National lines. The man with the airship will be no respecter of boundaries. The problems of one country will be the problems of all countries. To cope with this entirely new situation we must produce an entirely new type of statesmen—men capable of thinking and acting not within the limits of a precinct or a State, but in terms of the nation and the world. The day may come when we will need volunteers at arms—the day is already here when we need volunteers for public service—men who are willing to make a sacrifice, men who will enter public service as they enter military service, in an unselfish, patriotic spirit, prepared to forego something, to give something, men actuated by a deep conviction that they owe a duty to the country of their birth or adoption. Only through such inspired leadership can our country occupy its proper place in the new world movement that is so rapidly unfolding."

C. D. Jacobs to Speak on "Paper"

Before the Club of Printing House Craftsmen, at the Hotel Navarre, New York, on the evening of January 20, C. D. Jacobs, of the American Writing Paper Company, will speak on the subject of "Paper." Mr. Jacobs was for many years manager of Dill & Collins and later connected with S. D. Warren in an advisory capacity.

"Southland Farmer" Absorbs "Texas Stockman"

The Southland Farmer, of Houston, Tex., has bought the *Texas Stockman and Farmer*, which has been published for 34 years at San Antonio, and will combine the subscription list with its own. There will be no change in the name of the *Southland Farmer*.

McKinnon Business Manager "Sperry Magazine"

A. E. McKinnon has been appointed business manager of the *Sperry Magazine*, New York.

Graphic Sales Pictures That Analyze the Business

Some Charts Are Only Sales-figure "Puzzles," but to Be Worth While They Must Show Tendencies and Start Ideas Working

By Charles C. Casey

ONE of the biggest corporations in a big Western city had a sales manager who metaphorically "ate" figures.

He had an assistant who gave eight hours a day to tabulating sales figures, figuring percentages of "quota" made by the different sales agencies and salesmen throughout the country, and to compiling special figures required by this manager.

These figures were always in tabular form. This manager had acquired such a facility at reading figures, and had so much information stored away in his mind, that he felt no need for anything more graphic than tabular statistics.

Metaphorically, his daily food was sales statisticians and the r special reports.

He claimed to have the conditions on every section of the map

so thoroughly "digested" that he said his mind was an automatic graphic-chart machine—converting tabular matter into "sales pictures."

If this sales manager hadn't made a big blunder, the inexcusable mistake of *being satisfied with sales* when his sales really were 15 times as good in some territories as in others—if he hadn't made this mistake, then he might have continued to make good his claims of being an automatic statistical camera.

I have seen a lot of sales managers who, like this head of a very great sales organization, had *too much confidence* in their knowledge of the sales proposition. Some of the most successful of sales and advertising managers really *do* know their sales and sales-pressure problems from

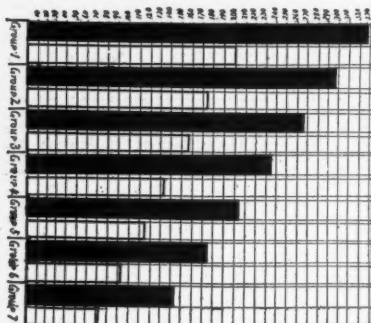
Ala-bam to Ari-Zone, but there is often a possibility that they only *think* you know them.

You can't tell a man very much if he already "knows" *everything*, but from the experience I had in the great sales organization just mentioned, I suspect that I dug up some thoughts there which may interest a lot of other executives.

This sales executive was able enough to have gone about as far in getting information as any man can hope to go with this man's methods, and the fact that he learned how to go *further* may offer a tip to others.

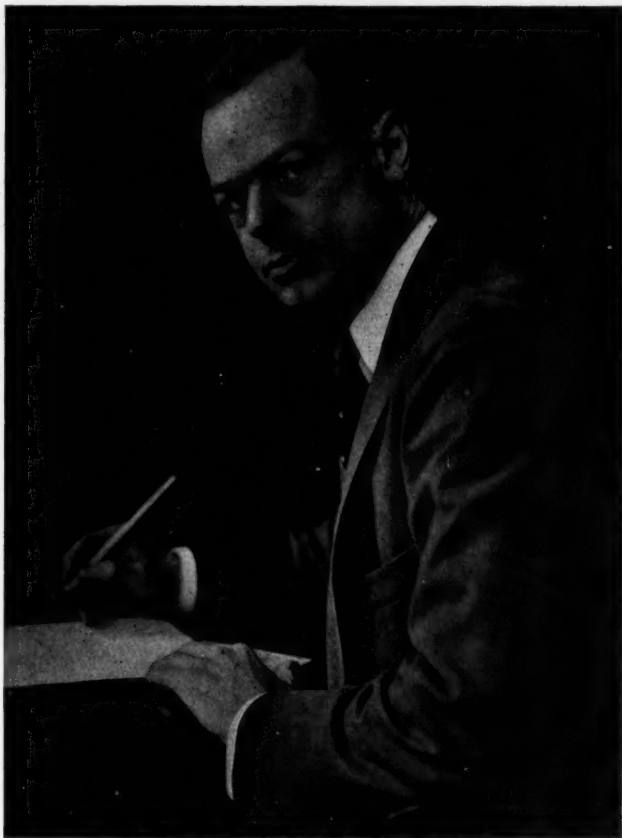
A long column of figures, showing sales by States, by sales territories, or by salesmen, means *only what you read into it*.

The mind is a wonderful



METHOD OF TESTING ONE FACT AGAINST ANOTHER

Black lines show several groups of sales territories arranged according to the amount of educational advertising done in each. After the black lines, or advertising lines, were drawn in, the sales actually made were drawn in to the same general scale. In this case, the black lines show in "dollars" per year per thousand possible dealers, while the other lines show in "hundreds of dollars" of sales per thousand possible dealers.



E. R. CROWE, Yale 1903. Spent one year
in Wall Street. With SYSTEM since 1904.

Photo by Street & Finney, New York

STREET & FINNEY

As Seen by Leaders in
ADVERTISING

"I have greatly admired the work of your organization. It is always a pleasure to learn that an advertising account has come under your direction."

No. 1 of Series

E. R. Crowe

The Indianapolis News

(The Largest 2-cent Evening Circulation in America)

Circulation and Advertising Statements for the Year 1915

CIRCULATION

Average daily paid
circulation, city
and suburbs.....**52,949**
Average daily paid
circulation, coun-
try**52,778**

Total daily aver-
age**105,727**

This is **net circulation**,
exclusive of all copies to
advertisers, exchanges,
files and office use, re-
turns, samples and papers
sold after day of publica-
tion.

Net Circulation in Indian- apolis and Suburbs

City Carriers**43,575**
Suburban Carriers.. **2,360**
Newsboys **4,097**
News stands **2,233**
Service **684**

Total**52,949**

ADVERTISING

	Columns
Display	21,837.69
Classified	8,731.75

Total**28,569.44**

Daily Average 91.27 Col.

During the year 1915
the other Indianapolis
daily papers printed a to-
tal of 23,658.31 columns
of advertising, exclusive
of Sunday editions (The
News having no Sunday
paper). The News having
4,911.13 columns more
than all the others com-
bined.

In the classified (want)
advertising The News
easily maintained its su-
premacy, having a total
of 309,902 of these ads,
44,423 more than the other
city papers combined.

Automobile Display Advertising in 1915

423,698 Agate Lines

The Largest Volume of Automobile Display Advertising
carried by any afternoon daily (six-day)
newspaper in the country.

THE NEWS carries every day except Sundays (The News having no Sunday edition), every week, every month and every year, more advertising of all classes than all the other Indianapolis papers combined, and has been doing this for more than 20 years.

MERIT TELLS—The greatest quantity of quality circulation in Indianapolis and Indiana produces definite results for all advertisers.

Detailed Statements of Advertising and Circulation sent on request.

New York Representative, Dan A. Carroll, Tribune Building.
Chicago Representatives, W. Y. Perry, J. E. Lutz, First National Bank Building.

"machine." It lacks nothing of perfection itself. With proper training, and sufficient concentration "digging," any man's mind will read into any figure tabulation just the information which will make it have the right meaning, but—

And there's the rub. Not many business men have had the special training for quick, deep analysis; not many business men have surroundings which permit of uninterrupted concentration; and not many business men have the time to dig to the vital roots of any tabulation.

The result is that the average report "slips" as it is read, and doesn't give up the information which it really should give up.

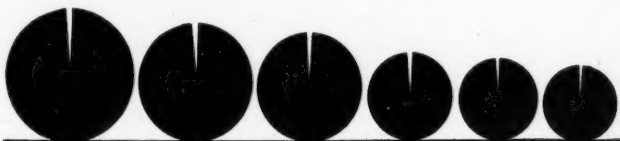
For that reason sales and ad-

inequalities of territorial or agency sales.

The quota in Arizona may, for instance, be ten sales a month and in New York ten times as many, but the tabulation would show, not the sales, but the *per cent of sales to quota*—75 per cent of quota in each State would indicate equal comparative results, even though it did only mean that Arizona made $7\frac{1}{2}$ sales and New York 75 sales.

The most graphic method, however, of showing sales or advertising by territories, or by States or by salesmen is the "per prospect," "per hundred prospect" or "per thousand prospect" method.

In these days of thousand-page census reports, and even more voluminous commercial rating re-



"PHOTOGRAPHING" A VERY INTERESTING FACT—THAT IT COST MORE TO SPEND LESS—AS IT WAS FOUND IN A LARGE NATIONAL ORGANIZATION

Large solid circle shows average sales in a group of sales territories where the advertising expenditure was \$550 per thousand possible dealers; the advertising was but a two per cent "slice" of the \$25,000 of sales per thousand possible dealers. In group 6 the \$150 expenditure is again a two per cent slice out of a \$7500 sales circle. Saving \$400 in advertising per year, in this particular organization, per thousand possible dealers, did not reduce the per cent of advertising cost, but it reduced sales 70 per cent.

vertising statistics should be "read" before they get to the executive. They should not be *statistics* at all, but *pictures*. The tabulator should be taught to give the executive the *facts* which he ordinarily expects to get out of the figures himself. For instance:

Comparing sales in New York with sales in Arizona by ordinary methods is about as graphic as a Chinese puzzle.

Arizona sales are likely to look like thirty cents alongside New York sales. Yet Arizona sales may actually *exceed* New York sales, if expressed on a basis of justifiable expectations.

Many of the big sales organizations use the "quota" system in compiling certain of their sales and advertising statistics, and these figures remove some of the

ports, it is not difficult to get a fairly accurate estimate of the number of prospective customers for any article on any given "piece of map."

In fact, these figures are necessary even in figuring *quotas*.

If you say that the Arizona sales organization—whether it be salesmen, jobbers or dealers—sold 333 units of your product per thousand prospects in a year and New York sold 111 units, the comparison has a "Jim Jeffries punch" which is likely to jar somebody into demanding a reason.

Saying, however, that Arizona sold "333 per cent of quota," and New York 33 per cent, while it may indicate that the Arizona selling force is very *efficient* and the New York selling force very *inefficient*, really has no very

strong punch to it because it deals too much with *men* and not enough with *sales* or *conditions*.

Saying, however, that sales in Arizona were 333 units of the product per thousand prospects suggests an abnormally favorable *condition*, and that the condition in the better New York territory which permits of sales of only 111 units is a dangerously unfavorable condition.

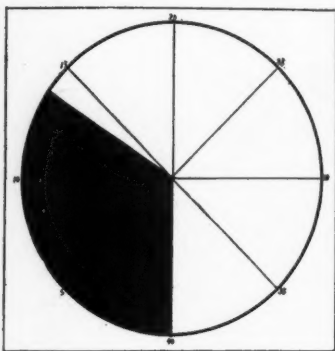
Favorable conditions are usually the *result of something*, and knowing how good those conditions look has a tendency to make the executive hungry to find the reason and to duplicate that reason everywhere else.

Geo. J. Whelan, whose United

and while he was most interested in their application to the retail cigar business, they really apply as well to the locomotive manufacturing business, or to any other line.

The quota method shows efficiency or inefficiency in salesmen or agencies, and has a tendency to keep an organization on the jump by forecasting *changes* in *men*, but it very often does more harm than good by *causing* changes which should *not* be made.

I know of one instance where a certain very large specialty organization was more than merely astonished by a comparison of *conditions*, after the *quota* method had been used for years.



GRAPHIC WAY OF FINDING OUT WHERE AVERAGE SALES STAND AS COMPARED WITH POSSIBLE SALES

Complete circle shows the highest sales per thousand possible dealers, and which, after analysis, were found to be entirely possible, under similar conditions, in all sales territories. The shaded portion of the circle shows average sales actually made. The figures in this instance indicate sales in thousands of dollars per thousand possible dealers.

Cigar Stores have revolutionized the cigar business of the whole world, defines sales efficiency as finding the *weak* conditions so they may be *improved*, and finding the *good* conditions so they may be used as a *standard* in building up the weak conditions.

Whelan's methods get at the very heart of business principles,

WHAT A STUDY OF CONDITIONS REVEALED

It was discovered, on making an analysis of the relation of advertising to sales (and it was a discovery because it had not occurred to any one to figure it out before), that sales in Arizona were 238 units of the product per thousand prospects in three years, whereas New York had sold only 80 units per thousand prospects.

New York had a very great advantage in a very much greater number of *users*, a very large percentage of whom were prospects for at least one more unit and many of them for scores or even hundreds of additional units, whereas Arizona was a selling territory where few sales had been made and where needs were small, seldom more than one unit of the product was made to a prospect, repeat sales were few, and there was much more traveling.

The analysis based on *conditions* thus gave the organization such a jolt that every official of the company just naturally sat up and wanted to know why.

The "why" was finally located in the fact that Arizona had been getting about five times as much advertising per thousand prospective customers as the New York agency had been getting.

The difference in cost of the advertising was about three or four units of the product against



E. St. Elmo Lewis Advertising Manager

An advertising agency, to give responsive service to an advertising manager, must be made up of men who thoroughly understand an advertising manager's problems.

This agency was established ten years ago by men who were successful advertising managers. We selected them and have continued to choose for our company men who have had similar experience.

When Mr. E. St. Elmo Lewis, formerly of the Burroughs Adding Machine Co., Detroit, Michigan, and latterly of the Art Metal Construction Co., Jamestown, New York, became associated with us in December, we felt we had fully perfected our organization.

Mr. Lewis probably knows the problems of an advertising manager better than any other person in the United States.

During his nine years with the Burroughs Company he graduated from his department more successful advertising managers than any other advertising man.

Mr. Lewis knows what co-operation an advertising manager needs to make his service of the highest value—both to his company and to himself.

This man, this organization are at the command of every advertising manager who wishes to develop in his position with respect to the house he serves.

Campbell-Ewald Co.

Advertisers' Service

Detroit

CHILTON SERVICE

Chilton Journals are members of the Audit Bureau of Circulations



Blanket the Industry

YOU CAN REACH PRACTICALLY ALL THE GRANITE BUYERS BY USE OF CHILTON SERVICE

AUTOMOBILE TRADE JOURNAL MONTHLY

The January issue;—the NEW YORK SHOW NUMBER, has nearly 300 pages of automobile advertising from 475 prominent manufacturers—a gain of 74 pages over the corresponding issue of last year. No automobile journal claims half as much paid circulation as is guaranteed by the Automobile Trade Journal.

THE COMMERCIAL CAR JOURNAL MONTHLY

The January issue has 118 pages—a gain of 64 pages over the corresponding issue of last year. The "CCJ" leads other papers in its field to such an extent that it is invariably placed at the head of all advertising lists.

CHILTON AUTOMOBILE DIRECTORY QUARTERLY

The January issue has 80 more pages of advertising than was carried in the corresponding issue of last year. 60,000 copies is the yearly distribution—every manufacturer, dealer, repairman and supplyman in the industry receives a copy of the CHILTON AUTOMOBILE DIRECTORY. Guarantee—largest circulation—lowest rate per page per thousand copies.

Twenty-five Hundred Dollars pays for a full page in the three Chilton publications for a year and includes the free use of the Chilton list of dealers, garage and supplymen. The Chilton publications are the automobile industry's recognized foremost mediums.

Rate cards, A. B. C. Auditor's circulation reports on Chilton journals and booklet of letters from successful advertisers are ready to be sent you on request.

CHILTON CO., Market and 49th Streets, Philadelphia, Pa.

a difference in sales of 158 units.

Assuming that what could be done in the half-dozen scattered territories like Arizona could be done also in the half-dozen scattered territories like New York, and the others in between, the discovery suggested to the company that to save \$100,000, or even twice that much, in advertising, \$5,000,000 annual sales had been sacrificed.

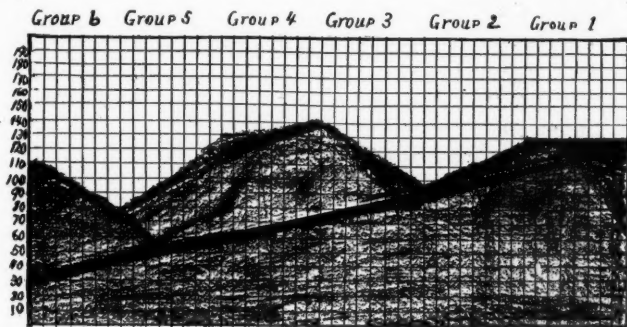
It is all right to say, "Oh, I understand the different conditions, and that the sales-by-States, or the quota-sales-sheet, *give me the essential facts*"—but *do they?*

Human nature is just naturally lazy, and it is not logical to ex-

per thousand prospects, for one—brought up in photographic plainness.

There is no problem in business that cannot be metaphorically "dissolved" by analysis. There are dozens of sales and advertising problems in almost every business which are looked upon as "beyond human ken"—just because the men at the head of the business cannot, with their *experience*, see through the end of the "funnel" into which they are looking.

Ten to one, the real trouble is not their *experience*, or lack of experience, but the particular method of making up reports. The original reports, and *all re-*



ANOTHER WAY OF TESTING THE CONNECTION BETWEEN TWO KNOWN FACTS

Chart was made first with only the figures and the black line. The black line shows sales actually made, arranged by groups of sales territories. The shaded portion, indicating financial conditions, was then drawn in for each group. The result is a "photograph" showing that in this particular sales organization financial conditions have no particular bearing on average sales. If the black line indicated collections, the story probably would be entirely different.

pect the mind to make automatically in a minute or even in an hour's study of a sales-figure puzzle the analysis which a statistician or analyst would require a week to reduce to charts.

The men who had been overlooking the essential thing in the sales-by-States, sales-by-agency-territories, and quota-sales-sheet figures, in the above illustration are among the country's shrewdest sales experts.

The sales manager is literally a *wizard* at figures. Yet he missed a lot of big points which the analyzed and re-stated figures—sales

ports worth making, should *point* somewhere.

They should be suggestive. They should start *ideas* in the minds of the executives who read them. They should make the sales and advertising problem fall apart into logical divisions.

With reports of this kind, *analysis* comes natural to almost any executive. His mind subdivides the different points and compares one with another until he begins to see the real meaning of the figures.

The average executive is so busy getting things *done* that he



**The Showman
of "THE PASSING SHOW"**

SUBTLE wit, clean humour, clever cartoons, sparkling illustrations, to say naught of the trenchant topical remarks from the pen of "The Showman"—these have put

THE PASSING SHOW

[LONDON, ENGLAND]

in the foremost rank of British two-cent weeklies in the short space of eight months—war months, too. It appeals to the refined and influential classes—people who appreciate good humour as much as the other good things of life. If you sell some of the "other good things," your ad should be in "The Passing Show." Its circulation is not far short of 200,000, but the rate of \$150 per page is based on a *guaranteed net sale* of 150,000 weekly.

Let me send you "The Passing Show" Book of Cartoons.

PHILIP EMANUEL

Advertising Manager
ODHAMS LIMITED
94-95 Long Acre
London - England

hasn't time to "fight figures" in dense reports. So unless a condition seems perfectly obvious, he does not ordinarily dig into such reports far enough to get real *tendencies*.

But let the executive call for sales and advertising reports, salesmen calls, financial conditions, competition sales, etc., for each territory *per thousand prospective* customers, for instance, and then he will begin to get *visions*, or *impressions*, and not mere "figures."

Such a report, especially if made up in chart form, will almost automatically suggest other charts to show advertising tendencies, the relation of sales to advertising, the relation of advertising to selling efficiency in sales territories, the amount of sales which *should* be made, the amount which can be profitably spent for advertising, and all the other big problems in marketing a product or line of products.

The charts accompanying this article show some ways of making sales and advertising reports *mechanical*. These charts foresee the wishes of the executive and uncover the conditions, the tendencies and the vital facts for which the advertising or sales manager wants figures. They enable him to get the information he wants without having to work his head off digging and analyzing the elementary things. He can put his own analytical and planning ability into remedying the conditions which the charts show up—into making *general* all good conditions and *removing* the bad conditions.

St. Louis Ad Club Departmentals Active

Each month sees a different exhibit of some form of advertising on the walls of the Ad Club of St. Louis, in charge of the department interested. During January the public is urged to go to the Ad Club headquarters and see the exhibit of metal and cloth advertising signs, dealers' helps, etc., of the specialty men's departmental. During February, the outdoor and street-car men's departmental will cover the walls with their exhibit, while during March the direct-advertising department will put on its show.

There is POWER in **Textile World Journal**

THE AMERICAN TEXTILE INDUSTRIES comprise the second largest group of industrial capitalization and purchasing power in this country. They demand a large, dominating trade paper authority—one which carries the prestige of accuracy, of thoroughness, of editorial character. In other words a leader in the most advanced progress of the industry.

TEXTILE WORLD JOURNAL ranks with the world's greatest trade papers. Isn't it reasonable that to cultivate the textile field, industrial advertisers must harness the power of TEXTILE WORLD JOURNAL to their sales campaigns?

**A copy of
ANNUAL
REVIEW
NUMBER
sent on re-
quest.**

504 of them did it in one issue, The Annual Review Number just published.

Member Audit Bureau of Circulations

**THE BRAGDON, LORD & NAGLE CO.
PUBLISHERS**

377 BROADWAY

NEW YORK

Advertisers' Golf Tournament

Grantland Rice, of Englewood, won the Class A championship in the tournament, at Pinehurst, N. C., last week, of the Winter Golf League of Advertising Interests. His score was 337 for 72 holes of medal play.

By his victory he deposed E. T. Manson, of Framingham, the winner of the event last year, who finished second to Rice in the present event, with a card for four days' play of 341. C. T. Russell, of Ardsley, won the Class B championship and F. E. Nye, of Dunwoodie, made the best record in Class C.

Rice went over the No. 3 course Wednesday in 77, which is the best single round of the tournament. His four days' play consisted of 95, 88, 78, 77—337. Following Rice were E. T. Manson, Framingham, 341; Marshall Whitlatch, Baltimore, 344, and Roy Barnhill, Fox Hills, 346. C. T. Russell's total gross in Class B was 385, and in Class C, Nye became champion by negotiating the 72 holes in 401.

E. T. Manson won the prize for the best 72 holes against bogey, finishing 2 up. The best net score for 72 holes was made by C. A. McCormick, of New Brunswick, with 302.

Among the women players, the prize for the best gross for 36 holes was won by Mrs. F. J. Ryan, of Cranford, with 214. Miss Hannah Aronson and Mrs. C. T. Russell tied for the best net for 36 holes, 213, the latter winning in the play-off.

The principal event on Friday was a four-ball match in two classes, total net score of four-men team counting. J. D. Plummer, Marshall Whitlatch, R. L. Whitton and H. F. Harrison won in Class A, and in Class B, H. C. Millholland, C. E. Beane, C. W. Yates and H. B. Kennedy led.

Philip Carter, Nassau, played the best ball of Roy Barnhill, Fox Hills; Grantland Rice, Englewood, and H. B. Bingham, Cleveland, and beat them by 2 up.

On Saturday, the last day of the tournament, the feature was a four-ball match, medal play, best ball to count. The handicap of each pair was three-eighths of the regular handicap of the better player. The Class A winners were D. M. Parker, Garden City, and E. J. Ridgway, Montclair; Class B, H. B. Green, Baltimore, and W. R. Roberts, Bala; Class C, G. S. Thorsen, Chicago, and J. W. Doty, Brooklyn.

W. R. Hotchkin, of Montclair, won the putting contest which had been going on all week. His score for the twelve holes of clock green was 20. Mrs. C. W. Beck, Jr., of Philadelphia, did a 21, the best score among the women.

L. C. Pedlar With Beck Engraving Co.

Louis C. Pedlar, formerly with Calkins & Holden, New York, has become general manager of the New York office of the Beck Engraving Company. The New York plant has been moved to 304 East 23rd street.

Use of Public Property for Advertising

Sylvester Baxter, of Boston, author and publicist, has introduced a petition in the Senate and House of Representatives of Massachusetts for the enactment of a law authorizing the cities and towns to permit the use of public property for advertising purposes, as is done in Germany. The petition provides that there shall be adequate compensation in the shape of such proportion of the gross receipts as may be agreed upon between the contracting parties, but the share of the cities or towns shall never be less than ten per cent of the gross receipts.

The bill provides that advertising upon public buildings or within parks be not included in the advertising privileges thus conferred. It also provides that the authorities in charge of the highways or other public property, acting jointly with the planning boards of such cities and towns, shall determine the locations where such advertising may be displayed; also that the designs for such advertising and of the fixtures for its display shall be subject to the approval of the art commissions of the cities and towns, wherever such art commissions have been constituted, and of the art commission of the State in case there is no local art commission.

Mr. Baxter, author of the bill, was secretary of the Metropolitan Improvement Society of Boston for several years.

Manufacturers Urged to Advertise More

R. L. McKellar, assistant freight traffic manager of the Southern Railway and chairman of the publicity and advertising committee of the Louisville Board of Trade, criticised Louisville manufacturers for not advertising enough in his annual report to the board. He said that not only is general advertising not being used, but the manufacturers are failing to make use of the trade publications in their lines. He urged that more be done to put Louisville and the individual manufacturers on the map in this way.

To Stimulate Store Managers

In line with the policy of a number of other chain-store concerns, the Jones Company, operating the Quaker Maid string of groceries in Louisville and Indianapolis, has announced that profit-sharing with managers of stores has been adopted, effective January 1. Other innovations are free delivery service on orders of \$5 or over and telephone service to receive orders of this character.

Cushing Joins Federal Truck Co.

George W. Cushing, formerly with the Detroit Board of Commerce and the Taylor-Critchfield-Clague Corporation, has joined the Federal Motor Truck Company as advertising manager.

The Sine Qua Non of Publicity

THE newspaper, the magazine, the catalog and booklet, the poster and the car card, the follow-up and the correspondence, the package and the label,—even the check that pays the bills,—all forms of publicity have their basis in

PAPER

To procure the particular paper that is best adapted to every requirement of business, paper that is fundamentally economical because intrinsically good, paper that can be secured promptly and in quantities as needed, this is one of the essentials of efficient advertising service.

To the solution of all paper problems we offer the services of a national organization of paper experts. They will assist you in the selection of stock that is best adapted for catalog or booklet or for business correspondence.

Samples and dummies furnished on request.

'Paragraphs' *our House Organ, contains specific information about paper for advertising purposes. If you are not already on our mailing list drop a line to our nearest division and we will see that the magazine is sent regularly.*

THE WHITAKER PAPER CO.
CINCINNATI, OHIO

BIRMINGHAM DETROIT ATLANTA

Bay State Division—Boston Smith-Dixon Division—Baltimore

New York Office—Fifth Ave. Bldg.

Chicago Office—Peoples' Gas Bldg.

In 1915 vs. 1914 IN CLEVELAND

In local display advertising

The LEADER gained.....	13.2%
The NEWS gained.....	7%
The next competitor gained.....	5%
The next nearest competitor gained.....	4.9%

In foreign advertising

The LEADER gained.....	13.5%
The NEWS gained.....	25.9%
The next competitor gained.....	17.3%
The next nearest competitor gained.....	7.5%

In total paid advertising

The LEADER gained.....	14.5%
The NEWS gained.....	11.1%
The next competitor gained.....	8.3%
The next nearest competitor gained.....	4.5%

The Leader and News combination showed a Gain in Total Paid Advertising of 12.8%.

The two competitors combined showed a Gain in Total Paid Advertising of 6.4%.

Leader-News excess Gain over two competitors combined, 100%.

The experienced advertiser knows

WHY - - RESULTS

FOREIGN ADVERTISING REPRESENTATIVE

PAUL BLOCK, Inc.

250 FIFTH AVENUE, NEW YORK

Mallers Building, Chicago, Ill.

Kresge Building, Detroit

201 Devonshire Street, Boston, Mass.

Employees' Magazines to Knit Together Members of Large Organizations

How Some of Them Are Being Conducted to Produce Real Profit to Their Concerns

WHEN the average employer needs an employee his usual procedure is to advertise in one or more newspapers.

By the same token, when he wants trade, he advertises in the newspapers or magazines or otherwise.

When he wants inspiration, education, enlightenment, entertainment he depends on these same newspapers, magazines or books to a greater or less extent.

His employees are humans like himself in the respect that they are impressed, influenced, enlightened, educated, inspired by what they read.

The merchant or manufacturer pays often large sums to state in print what he wishes the public to know concerning his business, and at the same time neglects the opportunity right at his door to influence the activities, attitudes and productiveness of his employees through the printed page at a cost trifling as compared with the price of newspaper or magazine space.

Paraphrasing the thought, "Tell me what a man eats and I will tell you what manner of man he is," I would say, "Tell me what an employed person reads and I will tell you that person's mental attitude toward work, efficiency and employer."

The height of advertising sense and efficiency consists in suiting the message to the desired audience and then reaching that audience to the closest possible approximation of 100 per cent.

The zenith of success in any attempt at developing *esprit de corps*, co-operation, the true spirit of service, the maximum of efficiency, is achieved when the greatest number of employees in a given enterprise are imbued with the spirit and principles for which the house stands; when they are

led to *think* and to work intelligently.

Many and varied have been the methods tried to accomplish this result. Efficiency experts have lectured, or have just "talked." Systematizers have pondered long and toiled prodigiously. Economy specialists have introduced wonderful schemes. Nearly all of them have done some good. Some have done much good. A few have done some harm, while others have worse than defeated their very object.

Meanwhile the relatively insignificant employees' magazine (incorrectly called the "house-organ" because it just exactly is *not* that) has been going on its quiet, unassuming path, gathering force and momentum until it is now in many instances recognized as a very great power for the mutual welfare and success of employer and employee.

You see, it is built on a very sound principle, the employees' magazine; the principle of *mutuality*—a very important principle; one germane to every permanent success.

THE CONDUCT OF AN EMPLOYEES' MAGAZINE

First, it will be interesting to learn how such magazines are established and conducted; their cost of maintenance; instances of conspicuous success with analyses and of failures with comment.

Seven months ago the house of Saks & Company, specialists in apparel for men, women and children, in New York, founded a magazine for its employees, about 1,000 in number, which it calls "Saksograms."

This is the most recent of employees' publications aspiring to any considerable dignity. Its editor is the advertising manager. His associates are men and

women, boys and girls chosen from every department of the store to furnish news of the workers and executives and secure contributions of interest, uplift, inspiration, suggestion, education, etc.

The magazine is about six by nine inches, contains from 16 to 24 pages each issue with half-tone and other illustrations and is finely printed on coated paper.

A recent issue contained an article entitled "Do Right and Fear Not," by Hon. Rudolph Blankenburg, mayor of Philadelphia; an article by William C. Freeman, entitled "Why and for What Do You Work?" There were editorials on "Smiles and Success; Frowns and Failure," and on "The Expectation of Happiness" and kindred topics.

Announcement was made of a dance for employees; of the prize-winners in a contest of delivery drivers; of the prize-winners for suggestions, and there were over 50 "personals" concerning workers in the store.

The back page of the cover was given to a classic, entitled "Imagination in Business," written by John L. Hunter, of the Lewis Dry Goods Company, of Denver. On the page last but one was the announcement of a sale specially for and only to employees between 8:30 and 10 a. m. on a given morning, at which any men's shirt or overcoat or any woman's coat, skirt, shirtwaist or handbag in the house might be had at 20 per cent discount.

Employees were put on honor to buy only for themselves or those dependent upon them.

Scattered through the magazine were such sentiments as John Morley's "For a single blade of grass to grow it is necessary that the whole of Nature co-operate," and, again, "Self-distrust is the cause of most of our failures."

Almost every page bristled with a thought particularly attractive and beneficial to the worker. Announcement was made that "for every suggestion received by the firm and found practicable to be put into operation, the firm will pay five dollars."

The editor said recently that in

seven months more than 400 suggestions have been received from some 1,000 employees and many five-dollar prizes have been given. He says the way the little magazine has caused employees to *think* and to *pull together*, to know each other better, is simply marvelous.

The cost of the magazine is trifling, something like \$60 a month. It is issued on the fifteenth of each month without charge to every employee as he or she leaves the store.

It is issued by and for the employees themselves, though the expense is borne by the firm. There lies its appeal, its influence and its success. The firm has nothing to do with it but pay for it and reap its share of the benefit.

Its cost could be paid by advertisements, but for obvious reasons they are excluded. The cost of six cents per employee per month would be cut in half if there were many more employees, since the proportionate expense of production would be reduced.

The firm's important announcements are made to employees as a body through the medium of a communication to the editor.

Last summer, shortly after the magazine was founded, it was decided to have a good, old-fashioned get-together meeting. Announcement, with full details, was made of a picnic at a near-by park. There were to be athletic contests and prizes; music, dancing, refreshments, entertainment and a baseball game.

Eight hundred and seventy-five out of 1,000 employees attended, and many brought friends and relatives. Think of that for *responsiveness*!

Has the magazine influence? Is not the question already answered?

The editor receives scores of contributions each month. He is never at a loss for material. The spirit of co-operation is all-pervading. A wonderful asset for the store; a great benefit to the employees; vast satisfaction to the store's customers.

Employees' magazines are published along similar lines by Strawbridge and Clothier, of Phil-

Printing Papers *of* Excellence

Clarke & Company
225 Fifth Avenue
New York

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.



CHARLES DANIEL
FREY
C O M P A N Y

Advertising Illustrations

MONROE BUILDING
CHICAGO

How Many... ?

Where..... ?

To Whom... ?

And When... ?

You must have the correct answers to these circulation questions to know where to place your advertising without wasting a penny of your appropriation. These are the questions the publishers of *Practical Engineer* can and *do* answer boldly and unreluctantly. The advertising and editorial contents of

PRACTICAL ENGINEER

reflect this policy of "squareness." The contents "ring true" from cover to cover. That's why it is used so extensively as a buying guide. *Practical Engineer* is issued semi-monthly—just the right frequency to assure favorable attention to its contents. How Many?—Where?—To Whom?—is answered in a clear and concise manner by our circulation map. Write for it. Sample copy and rates mailed on request.

TECHNICAL PUBLISHING COMPANY

**537 So. Dearborn Street
CHICAGO ILLINOIS**

adelphia; Filene's and Jordan, Marsh and Company, of Boston; Schipper and Bloch, of Peoria, Ill.; the Fifth Avenue Store, Los Angeles, Cal.; Best and Company, New York City; Baer and Fuller, St. Louis, Mo.; Hess Brothers, Allentown, Pa.; L. Plaut and Company, Newark, N. J.; Scruggs, Vandervoort and Barney, St. Louis, Mo.; Harned and Von Maur, Davenport, Ia. These are some of the many department stores and specialty shops.

Among the manufacturers and public-utility concerns there are many magazines for employees. Standing near the head and front is the "N. C. R. Bulletin" of the National Cash Register Company, of Dayton, Ohio, which company probably does more in a practical way for its employees than any other very large concern in the country. Its "Bulletin" is so interesting and instructive that it is eagerly sought by business men all over the country, and a very large extra edition is printed to supply this demand.

It is brimful of uplift for the man and woman and the boy and girl who works. It is eminently practical. It champions no fads, but it gives valuable hints and suggestions from experts in many lines in avenues which make for better health and increased efficiency.

On similar lines are "The Burroughs," issued by the Burroughs Adding Machine Company, of Detroit; "The Chamelion," issued by the Sherwin-Williams Paint Company, of Cleveland; "The Bell Telephone News," of Chicago; "The Bulletin" of the Colorado Fuel and Iron Company, of Pueblo, Col.; the magazine of the Pennsylvania Lines West of Pittsburgh, and many others.

Hard-headed business men are at the head of these institutions. They would not put money into these publications for employees if it did not pay to do so, and if the publications themselves were not appreciated by the employees and did not do the work for which they are intended.

Some of these magazines for employees have been running sev-

eral years—ten or more. The writer recently addressed a letter to a number of them asking if they felt that the results still kept up to a point justifying the expense and labor involved.

Replies were received from all. The one here quoted is so characteristic of all these replies, with the exception of one, that it may well be quoted.

Harned and Von Maur, of Daventry, Ia., who publish for their employees "The Booster," write as follows:

"We would not consider the discontinuance of 'The Booster' under the present plan, because it enables us to stimulate a stronger bond of friendship, promotes loyalty and co-operation, and makes our employees feel that they are members of a big family, rather than simply a group of individuals.

"Some say employees do not read these papers, but we take issue with them on that score, because if we unavoidably miss one issue or are delayed with it we have many requests for 'The Booster.'"

The one letter above referred to, in which the writer said the magazine for employees had been discontinued, explained that it was so difficult to keep up the high character of the publication, so as to sustain interest, that it was allowed to lapse.

The confession of weakness or inability on the part of an *individual* scarcely constitutes an unfavorable comment upon a *plan* which is in such successful operation in so many other places.

While the magazines for employees issued by business and manufacturing houses and by public-utility concerns all over the United States are vastly different in physical appearance and in degree of attractiveness, while they vary in size, shape, number of pages; as to whether or not they are illustrated; frequency of issue, and many other details; and while some of them cost as little as \$25 a thousand and others five times that much, all are successful in performing the mission for which they were created, and all have certain essential features in common.

Reach the City Trading District of St. Louis

The St. Louis Times

is read by the people who have money to pay for what they see advertised.

Average circulation for last three months

99,650

Most of it in the city trading district, A. B. C. standard of districting.

Here is the record of growth, government statement:

Six Months to October 1, 1915
97,864

Six Months to April 1, 1915
87,423

Six Months to October 1, 1914
84,040

Six Months to April 1, 1914
81,027

No Free Copies Included

Blue Bear Inc.

IN CHARGE FOREIGN ADVERTISING
New York Chicago Boston Detroit

Some of these common essentials are as follows: (1) The editor is the advertising manager or other official accustomed to writing and capable of producing a publication attractive in appearance and thoroughly readable. (2) He is a man (in some cases it is a woman) thoroughly in touch and sympathy with the policies and principles of the house. Generally he has a voice in the making of these policies. (3) The editor is a person with a good, sound working knowledge of human nature. (4) He is an organizer, capable of gathering about him from among the force of employees men and women and boys and girls who will help him.

HUMAN INTEREST NOT ALWAYS TO THE FRONT

(5) There is an abundance of news regarding both the little occurrences and the big events of the institution. There are a lot of personal items regarding the workers and their every-day life. The keynote is *human interest*.

(6) Inspirational and helpful articles are contributed by various members of the organization covering almost every phase of the average worker's business, social and home life; health and advancement, present and future.

(7) Ambition is stimulated by every possible means. Contests with prizes are held. Suggestions are solicited and rewarded.

(8) The get-together, pull-together, brother-and-sister spirit is fostered by means of stimulated social intercourse and a better mutual understanding.

(9) Promotions in the ranks and particularly good work are given honorable mention. In many instances there are rolls of honor for promptness and steady attendance, for sales, for accuracy, for successful delivery of C. O. D.'s, and along other lines peculiarly suited to individual institutions.

(10) Picnics, dances, athletic contests, debates, etc., are encouraged and given full publicity.

(11) The owners of the business speak to their employees collectively through the medium of their publication. They encourage it by many means. They pay

the expense of publication, but exercise no voice in its management.

(12) The employees' magazine is the organ of all of the organizations within the institution established for welfare, insurance, sick or death benefits, sports, social intercourse, self-improvement, increased efficiency, education or business training.

(13) It is the forum of employees. All are invited to contribute, to write their grievances, suggestions, ideas and comments for publication.

Finally, the employees' magazine, at a trifling money cost and no great amount of labor on the part of a man or woman fitted for the part of editor, is, to the employees of any institution, at once news, literature, inspiration, helpfulness, a medium of personal expression, a means of instruction, a guide to increased efficiency and success, a sign-post against errors and an exponent of the principles for which their employers stand.

The matter for publication does not all have to originate within the establishment. Good things may be reprinted or adapted from many sources. Local men and women successful in many lines will generally contribute if properly approached, and it is surprising how much talent is developed among a body of employees along lines of writing on live topics or clipping, for the editor's approval, good articles that appear in the newspapers and magazines of the day.

The successful editor avoids making the employees' magazine preachy. That is essential. It is about the only important "don't" he has to consider. Otherwise his latitude is as wide as the broad range of human interest, sympathy and need.

H. Lionel Redman is the new advertising manager of Saks & Co., New York, succeeding J. F. Beale, Jr., who recently resigned. Mr. Redman was with R. H. Macy & Co.

A. P. Coakley, who has been engaged in advertising work in the past upon Chicago and St. Louis newspapers, has been appointed advertising manager of the Kansas City Post.

An Idea That Is Making Good



THE KNICKERBOCKER PRESS

COVERS

Albany, Troy, Schenectady
and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

*Advertisers, Sales Managers and
Space Buyers are requested to write*

THE KNICKERBOCKER PRESS

FOR FACTS

Member of A. B. C.



Go After Business in Canada

Business in Canada is better these days. Much better than it was. You'll be surprised to find how much of it, there is if you go after it in the right way.

If you could put a sample of your goods, or a booklet about them, into every home where they might find use, think how your sales would be affected.

We have some very useful information on what has been and can be accomplished by such direct advertising. It is contained in our new book "The Way to Bigger Business." We will send you a copy if you will write us for it on your business letterhead.

Offices In Every Large City

DOMINION MESSENGER & SIGNAL CO., Limited

Associated with the

G. N. W. Telegraph Co.

[The Western Union Connection in Canada]

Head Office, Toronto, Ont.

S. B. McMICHAEL

General Manager

Reminiscences of an Old Agency Copy-writer

In Which Some Theory-bound Advertisers Can See Themselves as Others See Them and Profit Accordingly

By R. F. B.

LAST month I celebrated my seventeenth anniversary as an agency copy-writer. In my day I have met a goodly number of "balky" advertisers, but none quite so obsessed with pet theories as a certain baking-powder manufacturer whose account I handled for one of the larger Philadelphia agencies back in '99.

This advertiser, whom we will call Stephens for short, was a gentleman of most pronounced ideas. When he got a thing into his head all the salesmen this side of Pittsburgh couldn't get it out. It was a life fixture. And the worst of it all was, from the point of view of the advertising agent, he sort of specialized in the absorption of advertising ideas, especially those having to do with copy. To use a line of all caps, was to send a layout sprawling into the waste-paper basket. "Got" in the copy would cause him to throw a near-fit. And kindness help the poor misguided copy-writer who submitted a paragraph beginning with a pronoun!

But with all his pet theories, which in the main were not without foundation, Stephens wouldn't have been so bad if it wasn't for his theory about keeping an agency on its "toes." He had the knack of making a letter of complaint sing and hiss as you read it. It just seemed to reach up and slap you in the face. And his main pastime in life, next to playing golf with our competitor's solicitors (which he once told a friend made us work harder), was demonstrating his letter-writing ability to his stenographer. Every month, just as regularly as we sent in our bill, we could expect one of his sizzlers. It was his pet theory that to get the most out of a man you had to "bawl" him

out every so often, regardless of whether he needed it or not.

I mention these characteristics merely to give you an insight into the man's disposition, and to show you what we had to work with and please. We wouldn't have minded the letters so much, only for the fact that during the ten days following receipt of our bill no one dared submit any copy to him. The better it was the more the matter with it. It lacked "punch," "individuality," "directness" or "sales thought." Frequently it was "devoid of any intelligent ideas," and a favorite expression on the second or third day after the bill came in was that the signature was the only part of the ad that said anything.

It fell to my lot not long after I joined the agency to submit twelve newspaper ads within a day of receiving his monthly ginger-up letter. To put it mildly I had cold feet. But the ads had to be O.K.'d that day, so the only thing was to make the best of what seemed a hopeless interview.

The plant happened to be in Newark, which gave me plenty of time to think over the best way to approach the advertiser. First I thought of waiting till after lunch, figuring that I could catch him feeling good. Then I thought of getting the sales manager to help sell him the copy, but I was afraid there might have been friction, or that the sales manager had just got his monthly dressing down. Finally I hit upon a plan that worked like a Hindoo charm, and has never failed to work on that type of man since.

When I finally got into the office, I took the copy out of the portfolio and before handing it to Mr. Stephens, pointed out that after considering a number of

EXPANSION

ON JANUARY FIRST THE FORCES OF McLAIN COMPANY, PHILADELPHIA, AND HOWARD S. HADDEN, NEW YORK, UNITED TO FORM A GREATER ADVERTISING AGENCY, TO BE KNOWN AS THE McLAIN-HADDEN-SIMPERS CO. BY THIS CONSOLIDATION A GROUP OF WORKERS IS BROUGHT TOGETHER, THE COLLECTIVE EXPERIENCE OF WHICH COVERS A WIDE FIELD OF ADVERTISING AND MERCHANDISING PRACTICE THAT NOT ONLY INSURES STRONGER SERVICE TO AN ALREADY LARGE CLIENTELE, BUT PERMITS THE ADDITION OF A LIMITED NUMBER OF NEW ACCOUNTS.

COMPLETE ORGANIZATIONS WILL BE MAINTAINED IN BOTH PHILADELPHIA AND NEW YORK.

THE OFFICERS OF THE COMPANY ARE:

WILLIAM R. McLAIN, President

HOWARD S. HADDEN, Vice President

ROBERT S. SIMPERS, Treasurer

WILLIAM H. HICKS, Secretary

McLain - Hadden - Simperts Co.
ADVERTISING

PHILADELPHIA
210 W. Washington Square

NEW YORK
220 Broadway





New York City Surface Car Advertising

is read over and
over again.

It is never out of
sight for a minute,
day or night.

Each card is read
by many buyers at
the same time.

*Daily
Circulation
2,000,000*

It is the most search-
ing and persistent pub-
licity.

National in scope.

It fits any appropria-
tion, large or small.

**New York City Car
Advertising Company**

JESSE WINEBURGH, Pres.

225 Fifth Ave., New York

Tel. 4680 Madison

ideas for copy, we had decided that none were as good as the suggestion that he had made in talking to me about the campaign last week, and with that suggestion for a basic idea I had evolved these twelve pieces of copy. Then with a few dramatic touches I turned back the cover on the first piece of copy and showed him, what he believed to be an *evolution of his own idea*. Now, it is contrary to human nature to look critically upon the product of our own brain, and Mr. Stephens was very human. True, we had to make a few changes in the wording of the copy, but the ideas went over with flying colors!

As you have probably guessed it would have been hard to discover any relationship to the suggestions Mr. Stephens had made and the ideas in the ads, but like most busy men Mr. Stephens' memory was not trained to record the numerous suggestions he was in the habit of making, and—well anyhow, the copy went over.

POUNDING ON THE DESK HELPED
HERE

So long as advertisers persist in making agency copy-writers use up perfectly good energy in getting them to O.K. copy, energy which otherwise could be used in creative ways to far better advantage, we will have to continue making a study of them as well as their product. But unfortunately you can't lay down any hard and fast rules for handling advertisers.

Just to show you how far apart the mental attitudes of advertisers can get I might compare two present-day clients of mine—a talking-machine manufacturer and a big Chicago printer. In the case of the talking-machine manufacturer you have to figure on spending the best part of an afternoon in arguing with him, and finally brow-beating him into using the copy. I put over a \$1,800 catalogue the other day by getting real mad, and almost pounding the varnish off his desk.

On the other hand to attempt anything like that with the printer



BUFFALO
450 Rooms 450 Baths



DETROIT
800 Rooms 800 Baths



CLEVELAND
700 Rooms 700 Baths

Comfortable

YOU'LL be comfortable—bodily and mentally—in a Hotel Statler, so far as it is in the power of a hotel to make you so.

Comfort isn't wholly a matter of a good bed, easy chairs, restful surroundings and cleanliness. At a Hotel Statler you get those things—at their best—and you also get a service that keeps your comfort in mind. Further, it is an efficient service, that relieves you of petty worries about telegrams or laundry or baggage or callers.

That service is for every guest, whether he spends \$1.50 or \$20 a day.

You'll always find other advertising men at the Statler.

HOTELS STATLER

BUFFALO CLEVELAND DETROIT



Educational Film Corporation

205 WEST 40th STREET, NEW YORK CITY

A Thoroughly-organized and highly-equipped group of men trained in the production of

Motion Pictures

for Advertising and Industrial purposes, offering a complete service of demonstrated efficiency, from preparing the scenario to providing distributing facilities.

EDUCATIONAL FILM CORPORATION NEW YORK

WILMINGTON DELAWARE

The Wealthiest City per
Capita in America.

Every Evening

The Leading Newspaper
of the City and State.

CIRCULATION
12,400 Daily

Bryant, Griffith & Fredricks, Inc.

Foreign Representatives

NEW YORK BOSTON CHICAGO

The Winnipeg Telegram

as an exclusive afternoon paper
has been making rapid strides.
Daily average circulation for 1915

40,776

An increase of 79% over the
issue of the afternoon edition
a year ago.

QUALITY, HONESTY and MERIT

are three virtues that characterize
the Telegram as a high-class
home paper.

Largest afternoon circulation
west of Toronto.

Member Audit Bureau of Circulations.

BRANCH OFFICES:

VERREE & CONKLIN
Brunswick Bldg., 225 Fifth Ave.,
New York.

I. S. WALLIS & SON
1246 First National Bank Bldg.,
Chicago.

would be suicide. In his case the safest procedure is to submit the dummy and copy and then review a few arguments against the piece. This has the effect of making him fly to the defense of the idea—he is a most contrary individual—and the first thing you know he has sold himself without your having to say a word in its favor. Of course, one must be careful in choosing objections that can easily be met, and to use a hesitating, uncertain tone in voicing them.

This last stratagem was one which I happened upon accidentally while in my client's office one day. His sales manager, who of all men you would think ought to be able to handle him, had interrupted our conference and sought to get the printer's approval for a plan to shut out competitive bids on an order for several million almanacs. To put the deal over the sales manager had to get the boss to buy a special attachment for his stitching machine; an attachment which put a wire loop on the almanac at the same time that it stitched it. This the boss was not inclined to do, and the harder his sales manager pleaded, the more contrary the printer became.

A PRINTERS' STRATAGEM

"But don't you see, Mr. H—," argued the manager of sales, "that if we have that attachment on the stitcher we can underbid every other printer. No printer in this part of the country, outside of one who doesn't do job work, has this attachment. All we have to do is to get them to write wire loop into the specifications, and the job is ours."

But Mr. H— didn't see, nor did he want to see. He was too busy thinking up objections to the plan, which looked to me as a very clever scheme of getting business at your own price. It was not unlike the well-known and successful political dodge of getting the Board of Local Improvements to specify a paving material which only one contractor can buy. However, my opinion was not asked, so I had ample opportunity to use the occasion

for studying the printer's combative tendencies and making a mental memorandum of them for future use. Ever since it has been a mystery to me why some advertisers persist in looking at every proposition put up to them from a "I-can't-use-it" standpoint. How much better it would be for business in general if they would only consider things from a "how-can-I-use-it" point of view.

However, I don't think this negative attitude of mind is so much a matter of contrariness as it is the natural dislike the man at the head of a business feels toward anyone outside of his business assuming that he knows something about it that the advertiser himself doesn't know. When I think back over the advertisers I have worked with and for, it is safe to say that two-thirds of them are touchy on that point. One man, the head of a big tobacco company, I recall particularly. I think I must have submitted a dozen pieces of copy to him, all of which he turned down one after the other, before I got down to the root of the trouble. He resented my attempting to explain the copy to him, although I found this out by accident.

The discovery came about in this way. After my repeated failures to get him to O.K. my copy I became indifferent. Down in my heart I knew that I had put up some mighty good copy to him, and I also knew it would be hard for me to produce better copy. So I decided to experiment. I took the first piece of copy I wrote, gave it a new head, changed around the layout, and took it over to his office.

POPE'S RULE WORKED HERE

I was shown into his private office, but it was plain I had been shown in only to be told to come back later, and the thought of being thus thrust aside jarred on my otherwise jaded good disposition. So without any explanation I laid the copy on the desk and asked him to O.K. it. I remember my words:

THE AYER & SON ADVERTISEMENT (Concluded)

The remainder of the state is pre-eminently agricultural. Delaware peaches are famous. Market gardening, stimulated by proximity to the large cities, is an important and growing activity. Delaware has built up a considerable industry in the canning of tomatoes and other vegetables and small fruits. Right now more than one hundred canneries are sending out annually more than a million cases of tomatoes.

Back in Revolutionary days, Captain Caldwell, commanding the First Delaware Regiment of Continentals, made cock-fighting his hobby. Being pretty much of a connoisseur in this line, the Captain always sought sons of blue hens, for these feather-weights and bantam-weights were born with pugnacious proclivities, in his opinion. Hence the name Blue Hen's Chickens, which has clung to Delawareans to this day.

The hen is now recognized as a simon-pure advertiser for reasons which are familiar to everyone. Just now the State of the Blue Hen is enjoying unprecedented prosperity.

Never was there a more favorable opportunity for the small concern for solid and rapid growth. Delaware is an ideal field for the development of co-operative marketing of fruits and vegetables which has been so successful in other states. Where is there a greater opportunity for a complete line of high-grade canned fruits, vegetables and sea food?

Delaware has something to offer the rest of the country. It's time for the Blue Hen to cackle and spread that fact broadcast. We, of Advertising Headquarters, are ready with expert knowledge in the handling of "incubator chicks" in the advertising world. We have developed many of these in other states. We can do the same in Delaware.

N. W. AYER & SON

Philadelphia

New York Boston Chicago

"This is that copy for farm papers," I said, "will you please O.K. it. We must send it West to-night."

He picked up the copy, tilted back in his chair and read it through from beginning to end without comment. Then he turned around, put his O.K. on it, and handed it back to me. Needless to say I didn't lose any time in getting out of that office. I had heard of salesmen who talk themselves out of an order after they get it!

After that we never had any trouble getting copy over there, unless someone started to explain the "why" of it. To do that was fatal, and we finally came to the conclusion that the assumption of superiority that goes with a copy explanation rubbed the advertiser's fur the wrong way. Whoever it was that wrote—I think it was Pope—"Men should be taught as if you taught them not, and things unknown propos'd as things forgot," certainly knew whom he

was talking about. At any rate I have found it a mighty good adage to keep in mind when putting copy over.

Another difficulty often met in my dealings with advertisers is lack of imagination. For instance, one of the big Chicago packers comes just about as close to being devoid of this quality as it is possible to be. When I was handling that account we always took mighty good care that nothing but completed drawings were submitted to him, and all suggested ads had to be set up in type and cuts in place. Of course, in the long run the advertiser paid the bills, but I have often thought how much time and trouble could be saved if he would only be a bit more tolerant, and try to use his imagination just a little. But he won't. "How am I supposed to know what that's going to look like?" was what he asked me when I showed him a carefully drawn dummy for a spread in a woman's magazine.

M. A. C.

(Modern Art Collector)

MORE EFFICIENT
ADVERTISING

results from using M. A. C.—"the finest depiction of the Graphic Arts ever published on the Western Hemisphere." It shows how to make YOUR advertising more distinctive and forceful.

Issued monthly at \$1 the copy or \$10 per year. Order trial copy now; none free, but booklet "P" for the asking.

SOCIETY OF MODERN ART
23 East 26th Street New York

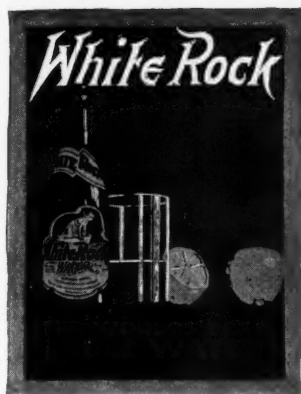
However, this packer is not alone. The average man uneducated in advertising matters usually lacks the ability to picture a completed ad in his mind. I have found a very good way of overcoming this deficiency without undue expense is to go to some pains in making the presentation as dramatic as possible.

Advertisers will often tell you: "Why all the flub-dub?" or "You don't need to go to all that trouble to show me what I am going to get," but it is too often this "flub-dub" and "trouble" that helps put over the ad. It makes the necessary impression and provides atmosphere.

It is doubtful if this was ever better demonstrated than in the story that has gone the rounds of how Lee Orwell got his job as advertising manager of the National Cash Register Company. At the time Mr. Orwell was working for the J. Walter Thompson Company in Chicago, and, so the story goes, decided that he ought to be advertising manager of the National.

He was always a good salesman, and had all of a salesman's love for the spectacular in selling. So he concluded that the best way to land the job was to go down to Dayton and apply for the position. But he took along with him one of these big pads of drawing paper similar to what the "chalk talk" artists use on the stage. Upon each leaf of this chart was drawn an impressive graphic chart showing a step in Mr. Orwell's plan of advertising, and why it would pay the National Cash Register Company to engage him as advertising manager. There was no resisting the demonstration, and Mr. Orwell soon after left Chicago for Dayton.

The same conditions hold in putting over copy. The trimmings score, especially in cases where advertising imagination may be at a premium. Of course, if all advertisers were skilled in the technique of advertising, and if all had common ideas and theories there would be less need of copy-writers having to worry



COLOR'S THE THING

¶ Show your goods as they really are—not a mere shadow of them.

¶ Exact reproduction in full color of the actual goods, their packages, and labels—in booklets, catalogues, window displays, car cards, and posters is a most important part of our Direct Advertising work.

¶ The design illustrated is an example of how color made a small piece of advertising equal to a big one.

¶ Send for sample, and let us suggest ways to make color increase the resultfulness of your printed matter.

¶ We are co-operating successfully with many national advertisers.

**The MUNRO and
HARFORD CO.**

Lithographers & Color Printers
33d ST. & NINTH AVENUE
NEW YORK

Business Is Good In Seattle

Time and distance make it impossible for every advertiser to see Seattle and the Pacific Northwest as it needs to be seen to gain an adequate idea of the possibilities for business in that section. The best substitute is a careful study of the most prosperous and representative paper in that territory.

The Seattle Times

Through its high editorial standard it reflects the character of the people as well as the spirit of progressiveness which has made Seattle what it is to-day. It shows by its well-filled advertising columns that both local and national advertisers get results, and largely because of its great superiority over its contemporaries in the field, in point of circulation.

In the month of December, 1915, The Seattle Times carried 957,810 lines of advertising—a gain of 96,054 lines over December, 1914, and 67,186 lines in excess of the combined business of the next two largest papers.

By every test the Seattle Times is a first-class newspaper in a first-class market. Further information, rates, etc., to interested manufacturers.

Times Printing Company of Seattle

HOME OFFICE

The Times Building, Seattle, Wash.,
Cor. Second Ave. & Union St.

EASTERN REPRESENTATIVE

THE S. C. BECKWITH SPECIAL
AGENCY

Tribune Building, New York.

Tribune Building, Chicago.

Third Nat'l Bank Bldg., St. Louis.

about these big little details; details which eat up a goodly portion of an agent's thirteen and three. But no such Utopian state of affairs seems pending, so I suppose advertising agents will have to continue paying the piper. Some day advertisers may awake to a fuller appreciation of the fact that their best interests will be served by helping the agent to get copy over, instead of hindering him, and then as B. L. T., the *Chicago Tribune's* humorist, would put it: "A fatter purse will be had by all."

Fraudulent Advertising Bill in Massachusetts

The Boston Chamber of Commerce, through its Retail Trade Board, has introduced in the Massachusetts Legislature a bill relating to untrue and misleading advertisements, which is designed to be more effective than the statute now in force. The text is that of the *PRINTERS' INK Model Statute*, with an added clause which reads, "and which such person, firm, or corporation knew, or might on reasonable investigation have ascertained, to be untrue, deceptive or misleading." The penalty provided is a fine of from \$10 to \$500 for each offense.

WANTED—

Sales and Advertising Writer

We have an opening in our Sales Organization for a man not younger than thirty nor older than forty years.

His qualifications should be about as follows:

He must have a thorough education in English—college preferred.

He must have experience in advertising and selling.

He should be able to write copy with facility; in fact he should become our Master Salesman on paper.

It shall be his duty to write a large part and direct and supervise all of the copy for everything we publish.

Selling experience is absolutely necessary, because he will have charge of the compilation of our Sales Manuals and selling instructions of every kind and description. The ordinary, everyday, highfaluting advertising writer who writes copy for advertisements in national magazines would be useless in this position.

This is a difficult position to fill, and we shall expect to pay a liberal salary for the right kind of a man.

REMEMBER WHAT WE WANT—
A MASTER SALESMAN ON PAPER.

Address Henry Theobald, President,
Toledo Scale Co., Toledo, Ohio.

All communications will be guarded as strictly confidential.

Nationalizing a Cigar by Zone Work

(Continued from page 12)

will not advertise themselves, or at least do so slowly. The better the goods, the cheaper it is to advertise. Quality is in fact indispensable to advertising.

Besides, there is an answer to this in the other objection, that cigars are all so very much alike. They cannot both be all alike and all different.

LACK PACKAGE POSSIBILITIES

As a matter of fact, cigars do at this minute look very much alike. They haven't the happy package possibilities that the cigarette has. A number of manufacturers are doing something with the tin foil or the paper with which individual cigars are packed, and are experimenting with other methods for identifying and distinguishing the brands.

This is only the first step. The manufacturers of many other commodities who first branded them had no idea of ultimately advertising them. Branding was the first necessity and advertising was the last. So it may be with cigars.

Something has got to be done at all events, because cigar consumption is falling off. It has been fluctuating up and down since 1905 and is less to-day than it was in 1907 or last year. It has fallen off while smoking tobacco has been increasing 35 per cent and cigarettes from 100 per cent in one grade to 400 per cent in another.

Hence, the cigar field as a whole cannot be entirely right in its contention that present methods are meeting the situation. Some companies are gaining. Seidenberg & Company are undoubtedly a highly successful institution, but they are evidently gaining at the expense of other manufacturers. The industry as a whole is losing to the cigarette and smoking tobacco fields.

It seems strange, when these industries are such heavy advertisers and in many cases actually

Jersey Cream with a Metropolitan Flavor

THE NEW MEDIUM

Covering the Richest, Most Populous and Responsive territory in Northern New Jersey and Southern New York States.

Giving Unparalleled Co-operation to agents and clients.

200 cities and towns reached in Suburban Zone, via

Erie Railroad Car and Poster Advertising

The Best Car Advertising in New Jersey. 'It costs less and is the most effective

THE NEWEST MEDIUM

Covering the HEART OF NEW ENGLAND, embracing the states of New York, Connecticut, Rhode Island and Massachusetts.

Advertising agents fully protected.

Reaching over 800 cities and towns, via

New York, New Haven & Hartford R. R. and Central New England Lines Car and Poster Advertising

The "Broadway" of Railroad Advertising

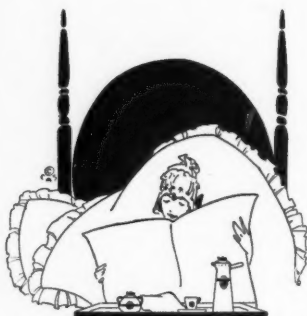
Cars operated in the Suburban Zones out of New York, Boston and Providence, etc., and Central Zone, displaying standard size car cards 11 x 21", 11 x 42", 22 x 21" and 16 x 48" over the doors, also

One-sheet and three-sheet posters artistically displayed outside facing track on over 800 stations in New York, Connecticut, Rhode Island and Massachusetts.

For RATES and FULL PARTICULARS address

GEO. W. ROEBLING
50 Church St., New York
Telephone 8480 Cortland

ALL ABOARD!!!



Attracting the Feminine Eye

Since eighty per cent of the purchasing in retail stores is done by women, it is of the utmost importance that the advertising of many products shall be expertly adjusted to the feminine eye and mind.

We offer a wide and varied experience in advertising and merchandising *to-be-bought-by-women products* and exceptional facilities for producing illustrations and copy with strong feminine appeal.

We will welcome an opportunity to explain our service and facilities and to demonstrate to the advertiser how they may be successfully applied to his needs.

CENTURY
ADVERTISING SERVICE CO.
120 WEST 32ND STREET
NEW YORK



control the cigar companies that they do not advertise cigars.

There are several reasons. The most obvious is that it is only recently that there have been such things as national brands of cigars, and you will remember that in almost all lines commodities are nationally distributed for a long time before any one of them is advertised. Manufacturers take present profits for a while before they come to be convinced that they should also provide for future profits. A good brand spreads in the meantime, not indeed by itself, but with a little pushing by interested traders.

The money that might be spent in consumer advertising is not put into quality, or all of it, as so many think. It goes into the inducements that must be made to jobber and dealer. It advertises to the trade instead of to the consumer. It is only later, when the cigar manufacturer finds other manufacturers offering similar inducements to the trade that it is driven to go back of the trade and appeal to the court of last resort, the public itself.

Cigarette manufacturers had that experience. They may be spending altogether too much, but that is not because they are deceived about the efficiency of advertising, it is because they all want so much business. They cannot go back to the period of "sweetening" the jobber and dealer with long discounts, although jobber and dealer are sure they would prefer it. Advertising has proved itself more efficient.

There are fundamental differences between the two kinds of merchandising, which have been only partly explained. Cigarettes are *bought* by the consumers; cigars have to be *sold*. That is the difference. Cigarette advertising has educated the consumer to go into the retail store and ask for what he wants. The box visualizes a brand to him. Cigarette advertising is box advertising.

A cigar smoker pays much more attention to his cigar than a cigarette smoker does to his cigarettes. He hangs over the show case, asks advice, accepts a weed

from someone else, studies it while he smokes it. He has a preference and exercises it generally, but he is ready to switch for a time. Probably he inclines toward stronger cigars than he can habitually smoke and has to go back to the milder weed from time to time.

But spite of experience and discrimination, all cigars in a case look more or less alike to him. The cigar band does not stand out as an aggressive sales factor. There may be no ad on the wall, or he may miss it. One box in the case looks very much like another box. He has very little beside his own memory to go on. And perhaps, after all, the dealer does not carry his brand. If he is a traveling man, he may be in a territory where it is not sold.

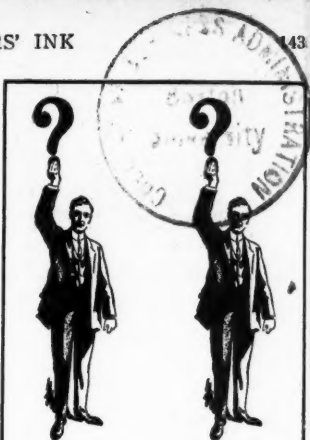
CIGAR SMOKER TAKES ADVICE

So it is notorious the cigar smoker takes advice. Despairing of getting a recognized favorite, he asks for a mild ten-cent cigar, or a short strong two-for-a-quarter Havana smoke, or a Pittsburgh stogie.

So the cigar manufacturer, instead of laying out most of his promotion investment directly on the ultimate consumer and educating him, spends it on the middlemen—trusts them to do it for him—pays the jobbers to influence the dealer and the dealer to influence the public.

Cigarette advertising aims to make the selling process automatic and to leave no room for dealers' influence. Cigar merchandising has to keep building up the personal fences all the time. Cigar salesmen are paid what may be twice as much as cigarette salesmen because their work is so largely diplomatic.

The typical cigarette man is a missionary or a sampler. The typical cigar man is a crony to the trade. Time was when the trade's good will was to be had only by the classical wining and dining, and some keep it up to-day, but the custom has almost passed, as it has in other lines of business. The dealers are learning to select the brands that pay them.



Can You Raise a Question

as to the service we give, when we tell you that in the past three months we have handled orders from more than 145 cities in 35 states?

With these results

"We have to say that all the"
"work on the booklet met"
"with unqualified approval."

"I wish to express my appreciation to your firm for the"
"splendid work you have"
"done for us."

"It is a pleasure to do business with a house when such"
"intelligent interpretation is"
"made of somewhat mixed"
"instructions."

AND HUNDREDS OF OTHERS.

What do YOU need at this time?

— Established 1889 —

GATCHEL & MANNING

Designers and Engravers
In ONE or MORE COLORS

For Catalogues,
Advertisements or other purposes
Sixth and Chestnut Sts.

PHILADELPHIA

[Mention PRINTERS' INK]

ETCHINGS is a little House Organ we occasionally issue. If interested let us know.

Printers and their Specialties

Advertisers Can Consult with Profit, this List of Printers, When Planning their Next Job

CATALOGUES

bound in cloth, leather, or paper. Best quality and reasonable prices. Quantity orders solicited.

THOMAS Y. CROWELL Co.
Bookbinding Department
426-428 West Broadway, New York

MOST of our business comes through those who know good advertising composition and appreciate good service.

Day and Night Service

C. E. RUCKSTUHL, INC.
Typographic Service
27 EAST 31ST STREET, NEW YORK

WE operate the largest plant in the East for the complete manufacture of high grade catalogs and magazines.

Prompt deliveries guaranteed.

THE PERIODICAL PRESS
76-88 Lafayette St. - - New York

TRIFLES MAKE PERFECTION

but perfection is no trifle :: Attention to every little detail enables us to produce Printing That Pulls.

WALTERS & MAHON
Incorporated
64 Church Street :: New York
PHONE CORTLANDT 1087-1088

YOU have probably seen some of our beautiful hotel books. We have just as fine work for manufacturers and merchants. Send for samples in your line.

THE KALKHOFF CO.
216 West 18th Street, New York

BOOKLETS and

Many of America's prominent advertisers and advertising agencies like the George Batten Co., J. Walter Thompson Co., Frank Seaman, Inc., Federal Agency and others requiring High Class Work use the—

Charles Francis Press
Printers of
PRINTERS' INK
30-32 W. 15th St., N. Y. City

CATALOGUES

Western Advertisers

know that KENFIELD-LEACH SERVICE is unsurpassable. Manufacturing and creative costs kept separate. This gives you exceptional service without having to pay extra for it. We are especially equipped for printing house organs, catalogues and large runs of all kinds.

GET OUR PRICES.

KENFIELD-LEACH COMPANY
445 Plymouth Ct. Chicago, Ill.

READ PRINTING COMPANY

HIRAM SHERWOOD, President

Ideal service in Printing—from the design to the binding

106 SEVENTH AVE., N. Y.
Telephone 6396 and 6397 Chelsea

Engraving—Designing—Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2229

Best Equipped Plant in New York

Guarantees you finest plates at
reasonable rates

FINE PLATES

"BY what process do you make your half-tones?" writes one of the largest advertising agencies in Chicago. "We have been trying to get the same results, and sometimes we do get them and sometimes we do not." You can eliminate uncertainty and risk and insure uniform good results by buying the best printing plates made.

Metropolitan Art Craft Co.

Photo-Engravers

2 Duane St. New York

Telephones Beekman 2980-1-2

DAY AND NIGHT SERVICE

ADVERTISERS associate the name Beck with engraving, as most people associate Stetson with hats, Eastman with Kodaks, Huyler with candy.



THE BECK ENGRAVING CO.
PHILADELPHIA NEW YORK

The
Colorplate Engraving Co.
J.E. Rhodes, Pres. 311 West 43rd St. N.Y.



Quality Color Plates

ELECTRO SERVICE IN CANADA

MONTREAL, NOV. 10-15

"Dear Mr. Firt—

I want to thank you for the consistently good service you are giving this office—both in the quality of the plates you are making and in the details of shipment and checking. The Tooke job just completed is especially good.

Very truly yours,

J. J. GIBBONS, LIMITED,
by Paul Fitzpatrick."

RAPID ELECTROTYPE CO.
OF CANADA

345-347 Craig W. Montreal, P. Q.

THE STERLING ENGRAVING CO.

Designing Retouching
Halftones Ben Day
Color Process Wax

New York City, N. Y.

200 William St.
Tel. 3900 Beekman

Tenth Av. cor 36th St.
Tel. 3900 Greeley

The Chromatic Process Engraving Company

DESIGNERS

PHOTO ENGRAVERS
COLOR PLATE MAKERS

129-135 Lafayette St., New York City

TELEPHONE 2894 FRANKLIN

THE GILL ENGRAVING COMPANY

Our reproductions for printing in colors are of the same excellent quality as our "black and white" engravings. These have been the standard of quality for 27 years.

SERVICE EQUAL TO QUALITY

140 Fifth Avenue, at 19th St.
Phone 4440 Chelsea

New England Prosperes!

A number (nearly all) of the great New England textile centers have announced voluntary wage increases. Wage increases are only granted when everything is running full time.

As with textiles so in nearly all of the industries. The shoe industry was never so prosperous. Not only war orders, but the country's cry for more shoes.

Ask the New England manufacturer how things are with him and his answer will be "They are humming, thank you."

ZONE CAMPAIGNS

"After much persuasion, however, the company allowed me to try an experiment in consumer advertising. For the first year it was confined to one State, the plan being to use local newspapers and supply various selling helps to dealers who would stock a representative line of styles.

"The plan worked well in securing distribution and it increased the volume of business per customer so materially that its scope was gradually extended."

—From Printers' Ink, Dec. 30, '15, page 70.

LYNN, MASS., ITEM

Daily Circulation 15,261.
Population 89,336, with suburbs 100,000.

NEW BEDFORD, MASS., Standard and Mercury
Daily Circulation 20,949 net paid.
Population 109,000, with suburbs 120,000.

SALEM, MASS., NEWS
Daily Circulation 20,021.
Population 43,697, with suburbs 150,000.

SPRINGFIELD, MASS., UNION
Daily Circulation 29,591.
Population 100,000, with suburbs 250,000.

WORCESTER, MASS., GAZETTE
Daily Circulation 30,000.
Population 160,123, with suburbs 200,000.

HARTFORD, CT., COURANT
Daily Circulation 16,800.
Population 98,915, with suburbs 125,000.

NEW HAVEN, CT., REGISTER

Daily Circulation 19,414.
Population 133,605, with suburbs 150,000.

MERIDEN, CT., RECORD
Daily Circulation 5,963.
Population 37,265, with suburbs 50,000.

WATERBURY, CT., REPUBLICAN
Daily Circulation 8,783.
Population 73,144, with suburbs 100,000.

PORTLAND, ME., EXPRESS
Daily Circulation 20,944.
Population 58,671, with suburbs 75,000.

BURLINGTON, VT., FREE PRESS
Daily Circulation 10,014.
Population 20,468, with suburbs 40,000.

MANCHESTER, N. H., Union and Leader
Daily Circulation 27,705.
Population 75,063, with suburbs 150,000.

Still, personal friendship counts for a tremendous deal yet. It is probably true that the trade looks to the salesman first and the line afterward. You get this very strongly in reading the trade press; it is a chummy, family affair. A popular salesman can many times carry off his house's good will with him. In fact, it is his and not the house's good will.

TO KEEP THE GOOD WILL

This was once the case in all lines. It is one of the reasons why manufacturers and jobbers, too, in other lines have branded and advertised their goods, to make the good will inhere in the house itself and permanently.

To keep the dealers well in line, the cigar manufacturers have to subsidize the jobbers by giving a few of them exclusive territory. That insures good negative treatment—that is to say, no cutting of prices, no neglect—but the manufacturer has to give a good round profit and he has to put his own men out on the territory to help the jobber.

There are signs that the situation will not last indefinitely. More and more cigars are becoming national brands. More and more manufacturers are experimenting with advertising. It seems certain that more and more will break through some time and score a big national success through advertising. Seidenberg & Co. and the few others are only the first.

Investigates "Tobacco-Cure" Advertising

The Tobacco Merchants' Association, recently organized, is investigating the so-called "tobacco cures" which are extensively advertised. The matter has been placed in the hands of Charles Dushkind, secretary and counsel of the association, with full power to act.

Mr. Dushkind has procured samples of a number of the curative remedies, which he is having analyzed chemically. If it is found that any of the advertisements are fraudulent or deceptive and do not accomplish what they claim, the advertisers will be prosecuted not only under the postal laws, but also under the Sherley amendment of the Pure Food and Drugs Act of 1906, making the misrepresentation of curative or other properties of medicine a Federal offense.

Try Maine!

If you plan on trying your campaign in one state, Maine is one of the most desirable. Here are city people and country people, about all well to do and all daily newspaper readers.

MAINE has a number of good daily newspapers of good circulation and a fairly low rate for advertising. These publishers have played fair with their readers and so have their confidence.

PORTLAND is the biggest city, the largest, richest and the Wholesale and Jobbing center. The

EXPRESS is the only afternoon daily and has the greatest circulation of any daily in Portland and the State. The

EVENING EXPRESS is a favorite with advertisers, local and national, as it delivers the goods.

Try Portland first!

JULIUS MATHEWS, Representative.



IS THERE ANY BETTER PLACE?

Is there any place so good for general advertisers to spend their money as in a city where there are many thousands of intelligent, skilled workmen, and where there are many churches, schools, theatres—and no saloons? Where the great mass of the people live well, dress well, spend liberally and read the newspapers omnivorously? All this applies to the Great Shoe City of the World—

Brockton, Massachusetts

A city of over 60,000 inhabitants where business goes right along the year around. The best two-cent evening paper, the Brockton

Enterprise

now in its thirty-sixth year, is printing over fourteen thousand copies daily. It is the HOME paper of Brockton and influences a large amount of trade. Its commercial rate of thirty-five cents an inch, for any amount of space for any length of time, enables strangers to do business on equal terms with all others, and does away with dickering over rates. Think it over.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 12 WEST 31ST STREET, NEW YORK CITY. Telephone 1030-1-2-3 Madison Square. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: Marquette Building, J. C. ASPLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY, Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy.

Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, JANUARY 20, 1916

Showing the Dealer Exactly How to Sell

Is the day coming when manufacturers will find it profitable to maintain an organization which can actually go into the dealers' stores and *show* them how to sell the goods? We know of one large manufacturer who is doing just that. He has organized a separate company whose representatives go into a store and practically assume the entire management for a period ranging from a week to two months, giving the dealer an ocular demonstration of what can be done *with his own business* by means of a well-organized selling campaign.

This particular manufacturer has had experience with all of the time-honored methods of securing dealer co-operation; he has tried by mail to educate the dealer in selling methods, he has furnished electros and window display ideas, made "advertising allowances"; he has even supplied his dealers with complete advertising and selling plans based

upon local conditions. All of those plans were reasonably successful, but each of them fell short in some particular, and there were always dealers on his list who could seemingly be reached by none of them. The new plan of actually showing the dealer how his business might be run has been in operation some six months, and the results are phenomenal.

Under the plan as it is organized, the dealer agrees to pay for the newspaper space used, and to accept the service in its entirety, including the full run of advertising copy, window displays, follow-up letters, price-tickets and hangers, and a systematic telephone campaign. The latter is cared for by a woman who has been carefully trained for the purpose, and the manufacturer also sends a man who is an expert salesman. He not only meets customers on the floor and closes sales, but acts as general manager of the whole campaign, following every detail as well as training the regular sales-force, helping pass upon credits, and so on. Thus the dealer gets a thoroughly planned and well co-ordinated campaign, every detail of which has been proved in actual practice. He gets the whole service—not merely such parts of it as may happen to appeal to his personal judgment. He gets the full profits from the campaign, for he makes no investment aside from the advertising, and the service is arranged to help him sell any goods he has in stock. Furthermore he is committed to follow the plan long enough to get results. He does not "quit cold" before the advertising has had a chance to prove itself.

This particular manufacturer deals in large units, and a single sale runs into three figures. The manufacturer of soap, or hosiery, or breakfast food would not be likely to follow the plan in its entirety. Yet the same idea has been approached in many different lines. Demonstrators are sent into retail stores by many manufacturers of food products, toilet ar-

ticles, hardware specialties, etc. Corset and glove manufacturers often pay the salaries of expert fitters who remain more or less permanently in certain leading stores. PRINTERS' INK has told how the salesmen of the H. J. Heinz Company act the part of demonstrators on Saturdays when the dealers are busy, taking their stand in the dealer's store, sampling among his customers, and sometimes even helping make sales of other goods. Such enterprises pay for themselves many times over, not only in increased sales, but in the dealers' good will. It will be some time before the possibilities along this line are exhausted.

Co-operative Movements in the

Textile Field The movement among producers in the textile field to form "open price associations" as a means of removing destructive competition, is worth watching. At least one association of the kind is in active operation—the National Association of Finishers of Cotton Fabrics—and the officers of the association seem highly enthusiastic over the progress that has already been made. Judging from reports in the trade, other groups are just on the verge of forming similar alliances, and it is quite possible that a respectable proportion of the trade may shortly be organized upon the new basis.

According to the president of the cotton finishers' association referred to above, an open price association is one that "will permit co-operation among manufacturers and merchants without entering into any price-fixing agreements which would be illegal, but at the same time secure an intelligent competition." Briefly stated, it involves the establishment of a central bureau to which each member will report his actual price quotations to customers, the weekly output of his plant, and the amount of unfilled orders actually on hand. The information thus furnished is to be freely circulated among the members of the association. In addition there is the constant interchange of informa-

tion on cost-finding, with a view to determining the most scientific method of arriving at costs, and securing its adoption by all members. There is no suggestion of an agreement upon prices. Each member of the association remains free to quote as he pleases, but he is able to base his price quotations upon actual knowledge of market conditions.

Of course much depends upon the good faith with which the reports are made, and there is the possibility that the arrangement may be declared in violation of the anti-trust laws. But it speaks well for the textile trades when leading concerns begin to think of the industry as a unit, and begin to take action which is intended to benefit the industry as a whole. It shows that the willingness to co-operate in the spirit of mutual helpfulness is there, which is the really important thing. Details of organization do not so much matter.

The Social Side of the Club Movement

According to our London contemporary, *The Advertisers' Weekly*, the failure of the British Association of Advertising Clubs to establish itself is due, in large part, to the fact that the English advertising man is a poor mixer. He is prone to keep himself in a watertight compartment, and regards it as a reflection upon his dignity when he is asked to associate with "advertisement canvassers." In the discussion which we printed last week, the English editor pays a compliment to the American advertising man on the score of his willingness to mix socially with his fellows, without setting up artificial barriers of caste. Unquestionably the compliment is deserved, and no small measure of the success of the club movement in this country is due to the willingness of so many diverse interests to work together for the common good.

While the English advertising man objects to mingling socially with "advertisement canvassers," the American club makes no distinction between the buyer of ad-

vertising and the seller of advertising space or service. It is one of the greatest sources of strength in the club movement in this country that the buyers and sellers of advertising are admitted on equal terms, that they march shoulder to shoulder in such campaigns as that against fraudulent advertising, and that they are led to recognize that the welfare of the advertising industry is worth more than mere personal advantage over a competitor. We received only the other day the "Classified Directory" of the membership of the Advertising Club of New York, published by Reuben H. Donnelley, which bears witness to the fact that a wide diversity of interest may work toward a common purpose.

According to the directory, we find the Advertising Club of New York includes in its membership such varied classifications as these:

CLASSIFICATION	MEMBERS
Advertising Service.....	48
Art Service.....	22
Calendars.....	5
Directories.....	7
Engravers, Electrotypes, etc.....	22
Farm Papers.....	28
Lantern Slides.....	3
Lithographers.....	29
Magazines.....	128
Motion Picture & Film Mfrs.....	3
Newspapers.....	42
Outdoor and Street Car Advertising	30
Paper Supplies.....	11
Printers.....	87
Printing Inks.....	6
Publishers' Representatives.....	37
Religious Press.....	20
Signs.....	8
Specialty Advertising.....	8
Trade Papers.....	115
Window Displays.....	5

The British advertiser might be shocked at the thought of associating with such a miscellaneous group of those whom he would call "advertisement canvassers," but fortunately for the advertising club movement in this country, we do not feel that way about it. The man who sells magazine space is usually quite as fine a gentleman as the man who buys it, and it helps both to exchange ideas. Indeed it is difficult to see how there could be an advertising industry at all without both buyers and sellers, and our British cousins doubtless will take that view of it sooner or later.

Association Sets Face Against Free Publicity

The Portland Cement Association has made a good start toward successfully advertising the product which its members manufacture. It has definitely determined in favor of paid advertising, conducted on a national scale, and it has just as definitely turned its back on press-agentry, free plate matter and syndicated articles. This is half the battle already won.

Without a dissenting voice, so it is said, the Association adopted the report recommending an advertising appropriation of almost a third of a million dollars. This will be invested in farm papers, magazines and technical journals, and there will be a very respectable sum set aside for booklets and other forms of direct advertising. A hundred-odd men listened to the recommendations of the report for advertising and against the search for free publicity and not a man voted against its adoption. This is something to chronicle and it augurs well for the future. In the not distant past there have been co-operative campaigns that have leaned too heavily on the broken reed of free press notices.

There will be no "syndicated articles" issued by the Association. The value of the text pages in periodicals is recognized, however, and it will be the Association's aim to assist outside writers in the preparation of authoritative articles on concrete and its uses. Every such article that is printed will be worth while, not only to the Cement Association but to the editor who accepts it and to the subscribers who read it. These articles will be submitted for editorial acceptance on their merits; all that the Association will do is to *visé* them for the information they present.

The Cement Association has made a favorable beginning in its effort toward co-operative advertising and co-ordinate publicity. It ought to be able now to avoid the big mistakes that threaten every undertaking of a co-operative character.

• LIFE •

MOTORISTS SECURITY ALLIANCE

J. LESTER WILLIAMS
SECRETARY-TREASURER



DIXON C. WILLIAMS
PRESIDENT
LOUIS J. PIERSON
GENERAL COUNSEL

NATIONAL EXECUTIVE HEADQUARTERS
SUITES 725-726, 727 AND 728

TELEPHONE-WABASH 7436

CHICAGO

327 S. LA SALLE STREET

December 15th., 1915.

Life,

1537 Marquette Building,
Chicago, Illinois.

Gentlemen:-

Attention Mr. E.F. Provandie,
Western Manager.

Replying to your favor of December 11th., asking for a statement as to the results of our advertising in LIFE during the summer, I take the greatest pleasure in advising you that the results were most excellent. In fact, LIFE heads the list of the publications which we propose to use in 1916 and this position accorded LIFE is based upon the returns as the result of our summer campaign. The publication itself pulls as its name indicates.

Sincerely yours,

MOTORISTS SECURITY ALLIANCE,

Per

J. Lester Williams
Secretary-Treasurer.

JLW-EB

1916

is a big Presidential year, more important than any since that of Abraham Lincoln and that is one reason why people, during the coming year, will look to

THE NORTH AMERICAN REVIEW

more than ever for real live authoritative information.

Outdoor Advertising Solicitor Wanted

Apply by letter only

The O J Gude Co. N.Y.

**220 West 42d Street
New York City**

(All correspondence confidential)

Justice Hughes' Decision on Package Inserts

In Eckman Case, Regarding False Claims Made on Inserts in Packages, Supreme Court Declares Sherley Amendment to Pure Food Law to Be Constitutional

THE cause of honest advertising won an important victory when the Supreme Court of the United States, on January 10, declared that Congress has the constitutional right to forbid the sale, in interstate commerce, of goods which are accompanied by false and fraudulent advertising claims. The immediate point at issue was the constitutionality of the Sherley amendment to the Food and Drugs Act of 1906, which provided that a shipment would be held misbranded "if its package or label shall bear any statement, design or device regarding the curative or therapeutic effect of such article or substances contained therein, which is false and fraudulent."

In upholding the amendment the Supreme Court opens the door to legislation which is not specifically confined to the "curative and therapeutic effect" of drugs and medicines. Congress has constitutional authority to regulate interstate commerce, the court declares, and "is not to be denied the exercise of its constitutional authority over interstate commerce and its power to adopt not only means necessary but convenient to its exercise, because these means may have the quality of police regulation."

The case arose in December, 1912, when the Eckman Manufacturing Company, of Chicago, sent into interstate commerce packages of Eckman's Alternative, enclosing a pamphlet in which the claims were made that the remedy was "effective as a preventive of pneumonia," and "we know that it has cured and will cure tuberculosis." The Government maintained that those statements were

"false and fraudulent" within the meaning of the Sherley amendment, and that their inclusion in the package brought the goods within its scope. The Eckman company contended that the pamphlet was not a label within the meaning of the law, and that the law itself was an infringement upon the police power of the States and not properly a regulation of interstate commerce.

The opinion of the Supreme Court, which was written by Justice Hughes, upholds the contentions of the Government. The court says:

"Referring to the nature of the statements, which are within the purview of the amendment, it is said that a distinction should be taken between articles which are illicit, immoral, or harmful, and those which are legitimate, and that the amendment goes beyond statements dealing with identity or ingredients. But the question remains as to what may be regarded as 'illicit,' and we find no ground for saying that Congress may not condemn the interstate transportation of swindling preparations designed to cheat credulous sufferers and make such preparations, accompanied by false and fraudulent statements, illicit with respect to interstate commerce, as well as, for example, lottery tickets. The fact that the amendment is not limited, as was the original statute, to statements regarding identity or composition (as in United States against Johnson, referred to above), does not mark a constitutional distinction. The false and fraudulent statement which the amendment describes accompanies the article in the package, and this gives to the article the character in interstate commerce.

"That false and fraudulent representations may be made with respect to the curative effect of substances is obvious. It is said that the owner has the right to give his views regarding the effect of his drugs. But a state of mind is itself a fact, and may be a material fact, and false and fraudulent representations may be made about it; and persons who make or deal in substances or

The Success

in this field of the manufacturers we represent has been the result of the constant work of a well balanced organization having the knowledge of marketing gained through twenty-four years of experience in this field.

Carefully planned and executed work in marketing the product of another manufacturer can be undertaken by our organization.

Do you want maximum sales in this field?

The Geo. F. Eberhard Company
SAN FRANCISCO
LOS ANGELES **SEATTLE**

The Automobile Motor Age Motor World Motor Print

Leading publications of the automobile industry.

More than 100,000 paid circulation. Every subscriber a purchaser of automobile products.

Advertising rates mailed upon request

Published by

THE CLASS JOURNAL CO.
239 W. 39th Street New York
910 S. Michigan Ave. Chicago

The Story of A Year's Work

One year ago this business was founded. We had little money and a big idea. Back of both was twelve years successfully spent in the vortex of the advertising world. We knew our business.

Since then some dozen companies in varied lines have come to know us—to their profit. Most of these were not advertisers a year ago. Today they are "coming along nicely."

Without loud noise, big promises and an iron-clad contract we have won their confidence and their business on the basis of results alone. Let us refer you to them. We would rather you get the unusual success facts from them. The details will interest you.

Turner Advertising Company
30 N. Dearborn Street, Chicago

Nothing Succeeds Like Service



AS AN ADVERTISER

you owe it to yourself to see whether or not you are getting the best circulation obtainable.

THE BUYING UNIT SYSTEM OF CIRCULATION PROMOTION

assures you of the kind of circulation that really produces results. One national advertiser says: "It should be adopted by every trade journal." Ask us to show what others say.

Edward H. Schulze

Maximum Service to Advertisers

220 West 42d St., New York City

compositions alleged to be curative are in a position to have superior knowledge and may be held to good faith in their statements. It cannot be said, for example, that one who should put inert matter or a worthless composition in the channels of trade, labeled or described in an accompanying circular as a cure for disease when he knows it is not, is beyond the reach of the lawmaking powers.

"Congress recognized that there must be a wide field in which assertions as to curative effect are in no sense honest expressions of opinion, but constitute absolute falsehoods and in the nature of the case can be deemed to have been made with fraudulent purpose. The amendment of 1912 applies to this field, and we have no doubt of its validity."

In this connection it is interesting to note how the Proprietary Association of America, which includes many of the reputable manufacturers of patent medicines, has already anticipated the effects of the decision. The association's endorsement of the PRINTERS' INK Model Statute at its 1914 meeting has been widely commented upon, and there have been pretty well substantiated reports that the association is about to start a very earnest campaign for public good will. As a preliminary, it is said that the association is purging itself of such members as will not live up to certain standards of conduct. Those standards are expressed in the requirements for membership which were adopted at a special meeting in December:

"The preparation must be of such character as may be reasonably expected to bring about the results for which it is recommended. Statements on package and elsewhere regarding the composition, origin, place of manufacture and name of manufacturer or distributor must be in exact accordance with the facts. Statements regarding therapeutic effects must neither be obviously unreasonable nor demonstrably false.

"The preparation must not be advertised or recommended as a

cure for diseases or conditions which are generally recognizable as incurable by the simple administration of drugs.

"The package, either as to its wrapper, label or accompanying literature, shall contain no statement in conflict with the misbranding provisions of the Federal Food and Drugs Act."

M. A. Graham has been appointed assistant advertising manager of the Detroit Motor Car Company, Detroit.

Death of F. N. Barksdale

Francis N. Barksdale, who was in charge of the advertising of the Pennsylvania Railroad, died in Philadelphia January 14, aged 60 years. He entered the service of the advertising department of the railroad in 1883 and in 1890 became head of the department.

Circulation Manager of Springfield Republican"

Robert F. Duncan, for some time secretary to the late Samuel Bowles, has been appointed circulation manager of the Springfield Republican.

50,000 Retail Merchants

Are paid subscribers of a national magazine for merchants—**THE MERCHANTS TRADE JOURNAL**—for which they pay \$3.00 per year.

These retailers are located in cities and towns up to 200,000 population.

Write for A. B. C. statement showing circulation by states, classification according to kinds of business, etc.

MERCHANTS TRADE JOURNAL

CHICAGO
Lytton Bldg.

DES MOINES, IA.
7th and Grand Ave.

BOSTON
Publicity Bldg.

NEW YORK CITY
Flatiron Bldg.



PREPAREDNESS

*Our Booklets cover every trade,
They're up-to-date and nicely made,
There's lots of business to be shared;
The boom is on, so get prepared.*

Juvenile Advertising Drawing Picture books with clever "cutie" pictures and catchy verses on **PREPAREDNESS**, also for different lines of trade and seasons.

Let us plan a booklet on **PREPAREDNESS**, featuring your product.

CUT-OUTS—regular or mechanical, stamp posters.

Ours is a special service to national and local advertisers. Ask for information on your letterhead.

ART BOOKLET SERVICE
200 Fifth Avenue
New York

The Little Schoolmaster's Classroom

YOUR Schoolmaster was talking the other day with a manufacturer of woven labels—such as are sewn into garments of one kind and another. We were discussing the recent action of the men's wear association in establishing a registration bureau in order to put a stop to the practice of imitating labels which is indulged in by a few unscrupulous concerns. "The task of guarding against imitation is far from being our hardest problem," said the label man. "The toughest proposition we are up against is in trying to persuade the garment manufacturer that a label is anything more than a piece of merchandise. It is strange, but true, that the label which goes straight into the hands of the purchaser of the goods, which commonly lasts as long as the garment to which it is attached, and which ought to serve not only as a mark of identification, but also as an advertisement for other goods made by the same concern, is usually bought on exactly the same basis as wrapping paper, twine and 'sundries' generally. Mighty seldom, in my experience, does the head of the concern or the advertising man pay the slightest attention to the label proposition. 'Quote me on 10,000 of those,' says the supply buyer, tossing out a specimen of this regular label. 'Oh, you're "way high,"' he says. 'You will have to shade that if you do business with us.'

* * *

"So we go away and figure on skimping a little here and there so as to reproduce his old label at a price which will enable us to land the order. And what is his old label? Probably a meaningless jumble of monogrammed letters with a couple of rampant lions, and his name and address. It's funny how many concerns seem to like rampant lions. If we suggest that it might be wise to leave off the menagerie and substitute a line of announcement that the concern also manufactures waists and

skirts, the supply buyer gives us the stony glare. He is only interested in getting a price on that particular label. He knows nothing about advertising, and cares less. He is buying a piece of merchandise."

* * *

Now this particular label manufacturer says that he is making a determined effort to get garment makers to appreciate the fact that a label may have some advertising value. The Schoolmaster hopes he will succeed, but it probably will be some time before the supply buyer relinquishes his hold upon the label proposition. The Schoolmaster remembers what a seemingly eternal struggle took place in a certain concern before the factory purchasing agent could be persuaded that he wasn't divinely endowed with the ability to buy printing and engraving. That the label ought to be recognized as within the province of the advertising man goes without saying, but it will take a good deal of persuasion to put it there.

* * *

What queer notions the small-town retailer will sometimes take in matters of advertising. A New York State retailer recently said to a national advertiser: "We don't put up any signs on our store or on our warehouse, but we are in the central part of our town and have planted a nice flag-pole right in front of our building. We would like to have each manufacturer whose products we handle furnish us a durable flag that we can run up on this pole." He got a number of flags, and occasional Ford automobilists tell this certain national advertiser that they see his display plainly when they run into this town.

* * *

Another retailer urged a manufacturer to use an inch advertisement daily rather than advertisement of fair size inserted from four to eight times a month in the local newspaper. The retailer didn't seem to realize that an im-

If I Could Meet You Face to Face

I would tell you exactly what I am telling you here—that, in the circulation of GOOD HEALTH, you do not need to buy a whole lot of "waste" at "gross" rates because—the circulation of GOOD HEALTH is *all not—and I can prove it*. Dare you to give me a chance. Come on! Be a sport!

J. Dwight Brewer
Advertising Manager

GOOD HEALTH

1801 W. Main St.
Battle Creek
Mich.

NEWSPAPER MACHINERY FOR SALE

Having recently purchased the entire plant and equipment of The Times Publishing Company of Oklahoma City, we have for sale, at a low figure, the following:

HOE PRINTING PRESS

Twenty-four pages with color equipment. In excellent condition.

LINOTYPE MACHINES

Four Model 1 Mergenthaler Linotype Machines in first-class running order. The Model 1 is the fastest straight matter machine ever built and they can be used to great advantage in small offices. These machines may be converted into general purpose machines. If you are thinking of adding a Linotype to your equipment, do not overlook this opportunity, because the price is right.

STEREOTYPE OUTFIT

With double steam table. Twenty form trucks and chases and a twenty-five horse-power motor.

All the above is going to be sold quick. For further particulars call at our office or write.

THE DAILY OKLAHOMAN - Oklahoma City, Okla.

"GIBBONS Knows CANADA"

If You Want to Reach the Motor
Car Owner Use the

AMERICAN MOTORIST

Largest Circulation in Its Field

Main Office: Riggs Bldg., Washington, D. C.

Member of the Audit Bureau of Circulations

PAUL BROWN COMMERCIAL ARTIST

61 WASHINGTON AVE.,
GARDEN CITY, L.I.
N.Y. PHONE GLAD 1535.



THE LAWYERS MAGAZINE

The leading law magazine, which through sheer force of merit has forced all real competitors from the field.

One hundred per cent office circulation, composed entirely of rated men representing the cream of the legal profession of this country and its dependencies.

Guaranteed circulation of 14,500
Low rate of \$48.00 per page

Forms close on the tenth of preceding month

Published by
The Lawyers Co-op. Publishing Co.
Rochester, New York

The German Weekly of National
Circulation

Lincoln Freie Presse

LINCOLN, NEB.

Circulation 133,992. Rate 35c.

PATENTS

Our Hand Books on Patents, Trade-Marks, etc., sent free. 70 years' experience. Patents procured through Munn & Co., receive free notice in the **SCIENTIFIC AMERICAN**.

MUNN & CO. 822 Westworth Bldg., N.Y.
635 F St., Washington, D.C.

pression created by a good advertisement would be certain to last a week or so, but thought the advertisement would have to be in every day in order to be effective. He had to be reminded that some of the most effective national campaigns have been carried out on the basis of weekly or monthly appearances of advertisements.

* * *

The Schoolmaster recently saw a solicitation from an advertising-service concern written on a letterhead that was as close an imitation of the letterhead of a New York advertising agency as it could be, considering the difference in names. Furthermore, the argument of the letter was precisely the line of argument used by the agency in question in a full-page advertisement inserted in **PRINTERS' INK** some five years ago. Memories are often very good on matters that some folks may figure out are forgotten. In this instance the advertising manager to whom the letter was addressed recalled vividly the full-page advertisement of the New York agency. He wrote, in effect, to the advertising-service concern: "You say you could furnish us some original ideas. Unless you can furnish a satisfactory explanation of why your letterhead and argument follow exactly the appeal of — of New York, inserted in **PRINTERS' INK** about five years ago, I am afraid that we will not have a good impression of your ability to create." The service concern explained that the similarity was a mere coincidence. Maybe it was.

* * *

"Of course, we can't advertise," said the head of a concern that controls a surfacing preparation for roads, "but we have a lot of people coming in and telling us about the wonderful results of advertising."

"Don't you collect items relating to proposed road work and get after the officials and contractors concerned?" queried the Schoolmaster.

"Oh, yes," assented the manufacturer.

"Then," said the Schoolmaster,

"when you say that you can't advertise you merely mean that there are certain large classes of mediums that you don't feel you can use profitably. Did you ever figure out that to some manufacturers the letter is one of the most important of advertising mediums, and that an advertisement in the form of a letter is just as much an advertisement as the dry-goods merchant's appeal in the newspaper?"

The manufacturer had apparently never thought of it in that way.

* * *

The organ of the Rochester Ad Club has started a column of "Pet Aversions." The new feature gets a pretty fair running start with this one:

Agency solicitors who travel on a fraternity pin and list of members in said frat, seeking younger sons whom they may devour.

Any members of the Classroom want to add something?

Resigns as Advertisement Manager of London "Times"

J. Murray Allison has resigned as advertisement manager of the London *Times*, but remains on the staff of the paper as adviser on all matters relating to advertising.

Part Time Service Offer

New York advertising agency offers to new or small advertisers, expert, personal advertising service and merchandising counsel on part time, service charge basis, in cases where attention required is more extensive than is compensated for by regular agency commissions. "P. T.," Box 392, care Printers' Ink.

America At Work

By JOSEPH HUSBAND

(Of Husband & Thomas, Chicago)

Interpretative studies of twelve great American industries: the railroad; the steel mill; the ship yard; the power house; the mine; the dynamite factory; the flour mill; the telephone exchange; the stock yard; construction work; the manufacture of concrete; the woodworking plant.

A book in which readers of *Printers' Ink* will find that vision of the romance of modern business that has inspired some of the best advertising copy of the last decade. \$1.00 net, postpaid. Houghton Mifflin Company, 4 Park St., Boston.

An Export Specialist

For twenty years I have been engaged in editing export journals; planning export campaigns; writing export advertisements, circulars and follow-up letters; in supervising the preparation and translation of export catalogues; and in assisting clients to secure drawbacks, foreign patents, etc., in routing their shipments, and in making collections on their foreign accounts.

Without egotism I can say that my name would add an element of substantial value to any organization handling, or planning to handle, export advertising accounts, or to conduct foreign selling campaigns. It is familiar to many hundreds of manufacturers, especially in the Middle West. An opportunity to take charge of, or to create, an Export Department for a national advertising agency, or a manufacturer having an article capable of world-wide sale, is what I am looking for.

I would also be glad to hear from manufacturers desiring the services of an Export Counsel—to advise regarding the placing and preparation of export advertising, the handling of foreign correspondence and the planning of an export campaign in all its details. This work I am—at present, at least—in position to handle for an annual retainer or fee, depending in amount upon the nature and difficulty of the proposition. Address "E. S.," Box 391, Printers' Ink, N. Y.

SOMEWHERE

a progressive manufacturer needs a little thoroughbred to handle advertising and correspondence, to aid in sales promotion work and to help develop new territory.

University graduate, 22, now employed in lighting fixture field, wants to assist such a concern in increasing its business.

If you have an opportunity, or will create it, write now, "RIGHT NOW," Box 393, P. I.



Big National Advertisers Use Columbia Lantern Slides

Because they get results
Because they are trade builders
Because they are perfect in workmanship

COLUMBIA SLIDE CO., 87 SOUTH FIFTH AVE
CHICAGO



ILLUSTRATIONS

WAGENER & BISHOP

11 WEST 42ND ST. N. Y.

Classified Advertisements

ARTISTS

I serve many prominent agencies, periodicals and printers as a

**SPECIALIST ON LETTERING
AND DECORATIVE DESIGN**

I solicit your patronage

DEININGER

309 W. 24th St., N.Y.

Tel. Chelsea 1930

BILLPOSTING

10¢ a Sheet Posts R.I.

PANELLED & PILLARED BOARDS LISTED GUARANTEED SHOWING

ADDRESS: LAMSON BUILDING, PROVIDENCE, R. I.

Standish Barnes Co.

BOOKLETS

Are wasted because written backwards; expensive because printed by old time methods. Ask on your letter head for samples. "Standard Booklets" written and priced right. THE DANDO CO., 40 S. 3rd St., Philadelphia, Pa.

BUSINESS OPPORTUNITY

Partner with adv. or selling ability and \$2,000 capital wanted for growing N. Y. business rendering unique marketing service. Clients renew and extend. Box 965, care Printers' Ink.

Publisher wants to purchase a weekly trade paper doing a gross business of about \$100,000 annually. Not necessary to give details, but simply advise that you may be interested. Box 948, P. I.

FOR SALE

One Second Hand No. 5 Flat-Bed Perfecting Printing Press—33" x 45" in perfect order, made by C. B. Cottrell & Sons Co. Address Samuel J. Shimer & Sons, Milton, Pa., for price and further particulars.

FOR SALE—At an exceptional bargain, slightly used high speed thirty-two page cylinder Duplex printing press, in perfect condition. Owners have consolidated and using larger press. Write for price and particulars. A. McNeil, Jr., Post Publishing Co., Bridgeport, Conn.

FOR SALE CHEAP:—11 Wing-Horton mailing machines width 1 3/4", in first-class condition. Change of equipment makes it necessary to sell these machines at half price. **THE FARM JOURNAL, PHILADELPHIA, PA.**

FOREIGN TRADE SERVICE

IF YOU HAVE ANYTHING TO
SELL TO LATIN AMERICA, SEE
GOMEZ FIRST, 602 TILDEN BUILD-
ING, NEW YORK CITY.

HELP WANTED—MALE

An interest in a new suburban periodical enterprise, unique in plan and scope, capable of application to small cities and towns throughout the country now available. The man must have ability editorial or advertising experience. From \$2,000 to \$10,000 according to size of interest desired. "Suburban." Box 943. Printers' Ink.

HELP WANTED

Wanted by trade journal publishing house, young man experienced in make-up and competent to do occasional reporting and assist editor. Box 949, care Printers' Ink.

WANTED—Young technical graduate for general sales office work such as estimating, data, correspondence and possibly publicity work, by Turbine Company in New England; salary about \$1,000.00. Box 939, c/o Printers' Ink.

WANTED—Young man with good education, clerical experience and executive ability, to manage Order Department in large garment manufacturing establishment, and take care of correspondence connected therewith. Write, giving age, full particulars regarding education, experience, etc. Address Box 938, c/o P. I.

AGENCY SOLICITOR WANTED—Age 25 to 35, with good address, education and selling knowledge of engraving, printing and general advertising to close complete service contracts with manufacturers in Ohio, Pennsylvania, West Virginia. We furnish everything any advertiser may use. Position is permanent. Applicant must sell himself to us, give full details, salary desired and send photograph to get consideration from this four-year-old recognized and growing agency. Box 950, c/o P. I.

WANTED— Advertising Service

An established and experienced firm of production engineers and cost accountants are in need of advertising service—to extend their business.

If you have developed and carried out successfully any advertising plans of this nature either in trade papers, or direct by mail, write us.

We are at this time interested *only* in hearing from someone who has successfully done such work.

Box 963, care Printers' Ink.

PRINTERS' INK

LETTERHEAD

Not just letterheads, but letterheads of highest character. Finest quality stock and workmanship. A credit to your house. Only \$12.50 for 5,000, \$22.00 for 10,000. Oppenheimer Ptg. Co., Cin., O.

OFFICE FOR RENT

Half choice office for rent. Advertising man, stationer, etc. Opportunity permanent tenant. Preferably one in part of day. Subway in building. Call after 4 P. M. Room 225, 30 East 42nd St., N. Y.

POSITIONS WANTED

Advertising Solicitor with first class credentials wants position with technical paper, building materials, machinery or kindred line. Box 957, c/o P. I.

Accountant or Office Manager

At your service after January 31st. Agency experience. A-1 references and qualifications. Moderate salary. CONSCIENTIOUS, Box 944, c/o P. I.

Commercial artist, young man. Have done general ad work and figure drawing for newspaper and agency advertising. Wish situation in another city. Samples. Box 966, care Printers' Ink.

FASHION WRITER

Capable Woman, specializes in women's wear. Writes forceful copy, understands merchandise; good executive; takes charge of correspondence or any branch of mail-order work. Box 951, P. I.

WILL INVEST \$30,000

Can you, Mr. Manufacturer, use a man who has creative artistic ability, some mechanical talent, and a clear understanding of the principles of advertising? I will work for a nominal salary for six months or a year before investing capital. Box 960, care Printers' Ink.

THE EASTERN REPRESENTATIVE of a leading trade paper wants non-traveling position. Experience and training equip him for important work in your publicity or sales department. Box 941, care Printers' Ink.

ADVERTISING MANAGERS' ASSISTANT

Age 23—Can handle department's details, correspondence, buy printing, art work, engraving, lay out and write ads, booklets, folders, house organ, etc. Good ideas for dealer service department. Experienced with manufacturer—now with agency. Reasons for change, samples of work and references cheerfully sent. Will go anywhere. ASSISTANT, 625 BOURSE BLDG., PHILA.

RETAILING, MERCHANDISING, SALES MANAGING, ADVERTISING.

For 12 years these fields have been successfully filled by a man with a personality who desires a connection with a manufacturer or large retail establishment, located in the South or Southwest. At liberty March 1st. Box 946, c/o Printers' Ink.

Young man, 25, solicitor or law branch of advertising, desires permanent connection where ability and endeavor count; 4 years with large publisher; state full particulars in first letter. Box 940, c/o Printers' Ink.

ADVERTISING MANAGER OR manufacturing concern in Troy wishes to relocate in New York in a similar capacity or as an assistant. Nine years' experience with large agencies, advertiser, and publisher. Excellent credentials. Age 25. Salary Secondary. Box 953, care Printers' Ink.

Experienced Solicitor and executive of successful record, favorably acquainted N. Y. City and throughout Eastern territory, including New England, offers services to well rated publication; highest references; correspondence confidential. Box 952, care Printers' Ink.

YOUNG MAN, 23, WITH SPECIAL experience in dealer co-operation with family of electrical products wants position as assistant to advertising manager. Experienced as layout and make-up man. Practical correspondent. Has executive ability. Now in Managerial position with class papers. Box 970, care Printers' Ink.

Ambitious, energetic young man, with executive ability and initiative, wants permanent position with opportunity for advancement. (Prefer Philadelphia.) General advertising, sales department work, dealer co-operation, mail-order methods. Can prepare advertisements, advertising literature, sales letters, follow-up systems, etc. Know printing and engraving details. Good correspondent. Ten years' practical experience. Thoroughly competent and efficient. Can produce results. Age 30. References. Moderate salary. Box 954, c/o P. I.

YOU CAN SECURE HIGH GRADE ADVERTISING MANAGER SERVICE AND COUNSEL AT LOW COST

by using part-time service of experienced advertising man. The very thing for a few firms in or near Boston who cannot afford to employ resident advertising manager. Box 942, care Printers' Ink.

NEWSPAPER PROMOTION MAN—

At liberty March 1st. Successful in every line of advertising promotion, builder of permanent business and actual result getter for advertisers. Have been associated with big propositions and have accumulated many plans and constantly producing new and novel ideas. Southern or Southwest city preferred. Box 947, c/o Printers' Ink.

PUBLISHING BUSINESS OPPORTUNITIES

Old established weekly, in one of the largest Eastern cities, for sale cheap on account of the death of the owner and to enable the executors to settle the estate. Has always paid a handsome profit and is still paying a profit. For particulars address Tracy L. Sanborn, 141 Milk Street, Boston, Mass.

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AN ADVERTISING MANAGER

who renders exceptional *service* climbs from one big success to another.

A manufacturer who renders exceptional *service* to his dealers and the public becomes the leader in his line.

A merchant who renders exceptional *service* reaps the benefit of exceptional patronage and profits.

Likewise with newspapers. *Service* is, and always will be, the key to great success. In 1915—entirely through rendering unusual service to advertisers and to readers—*The Chicago Tribune printed MORE ADVERTISING THAN ANY OTHER NEWSPAPER IN AMERICA.*

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